

DEPARTMENT OF THE ARMY
Corps of Engineers, Portland District
P. O. Box 2946
Portland, Oregon 97208-2946

CENWP-RM-B
Regulation
No. 10-1-3

March 2004

Organization and Functions
FUNCTIONAL STATEMENTS

History. This issue publishes a revision of this publication dated May 2002 that included Changes 1 and 2. Changes to this regulation are **bolded** for ease of identification.

Summary. This regulation on the functional assignments of Portland District organizational elements has been revised due to restructuring within the District.

a. An appendix for CPAC functions has been deleted from this functional statement due to reorganization under the Army. In order to delineate CPAC's functions and management functions, the Integrated Definition/Model Task Listings (IDEF) can be found at <http://cpol.army.mil/library/general/idef/>. The following functions have been picked up as follows and individual functional statements have been adjusted accordingly:

- (1) Employee Assistance Program (EAP), Health Nurse and Fitness Center are managed by Safety;**
 - (2) Arrangements for interpreters are handled by Contracting;**
 - (3) Special Emphasis Program for Individuals with Disabilities falls under EEO;**
- and**
- (4) The military personnel program, annual awards ceremony and POC for the childcare center falls under the Executive Office.**

b. Appendices have been re-titled as a result of the deletion of Appendix C.

1. PURPOSE. To summarize the District mission and the functional assignments of each District organizational element.
2. APPLICABILITY. This regulation applies to all elements of the Portland District (NWP).
3. REFERENCES.
 - a. Required Publications.
 - (1) 33 CFR. Cited in App L, paragraph 2b(2).

*This regulation supersedes NWPR 10-1-3, May 2002.

(2) AR 25-1 (The Army Information Resources Management Program). Cited in App **G**, paragraphs 1, and 1d.

(3) AR 190-40 (Serious Incident Report). Cited in App **R**, paragraph 1g(7).

(4) AR 385-10 (The Army Safety Program). Cited in App **Q**, paragraph 1.

(5) AR 690-950 (Career Management). Cited in App **D**, paragraph 1g, App **O**, paragraph 1, App **E**, paragraph 5, App **N**, paragraph 13, App **L**, paragraph 1g, and App **Q**, paragraph 13.

(6) ER 5-1-11 (Program and Project Management). Cited in App **M**, paragraphs 1c, 2c(1), and 3c(1).

(7) ER 10-1-2 (U.S. Army Corps of Engineers Division and District Offices). Cited in paragraph 4.

(8) ER 360-1-1 (Public Affairs). Cited in App **N**, paragraph 8.

(9) ER 1110-1-260 (Fire Protection Engineering Policy). Cited in App **D**, paragraph 4c(8).

(10) ER 1110-2-100 (Periodic Inspection and Continuing Evaluation of Completed Civil Works). Cited in App **D**, paragraph 4b(14).

(11) ER 1110-2-109 (Hydroelectric Design Center). Cited in App **F**, paragraph 1.

(12) ER 1130-2-540 (Environmental Stewardship Operations and Maintenance Policies). Cited in App **L**, paragraph 4c(1)(y).

(13) ER 1130-2-550 (Recreation Operations and Maintenance Policies). Cited in App **N**, paragraph 12.

(14) NWDR 5-1-1 (Native American Policy). Cited in App **J**, paragraph 5.

(15) NWPM 1180-2-1 (Contract Administration Manual for Construction Contracts). Cited in App **D**, paragraph 2a(7).

b. Related Publications.

(1) ER 10-1-40 (Directory Charts, Position Charts & Statements of Functions).

(2) ER 10-1-41 (Corps Wide Centralized Functions & Special Missions Assigned to Divisions and Districts).

4. GENERAL. ER 10-1-2 provides the basic guidance on assignment of functions to all district level division and staff offices. Proposals for deviation from the functions contained in ER 10-1-2 will be submitted to the Resource Management Office, Budget, Manpower and Management Branch for coordination and submission to the District Commander for approval. The Resource Management Officer, through the Budget, Manpower and Management Branch, is responsible for coordination and publication of this regulation. Division and staff office chiefs are responsible for ensuring the functions assigned to their organization are properly described and are in consonance with ER 10-1-2 and for notifying the Resource Management Office of any necessary changes.

FOR THE COMMANDER:



VICKIE L. ASHENBRENNER
Executive Assistant

19 Appendices:

App A - District Mission
App B - Executive Office
App C - Contracting Division
App D - Engineering and Construction Division
App E - Equal Employment Opportunity Office
App F - Hydroelectric Design Center
App G - Information Management Office
App H - Internal Review Office
App I - Logistics Management Office
App J - Native American Coordinator Office
App K - Office of Counsel
App L - Operations Division
App M - Planning, Programs and Project Management Division
App N - Public Affairs Office
App O - Real Estate Division
App P - Resource Management Office
App Q - Safety & Occupational Health Office
App R - Security and Law Enforcement Office
App S - Small Business Office

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<https://www.nwp.usace.army.mil/im/r/regs/nwpr.html>

NWP - Chiefs Divisions, Staff Offices,

Branches and Field

CENWD-RM

APPENDIX A

PORTLAND DISTRICT (NWP) MISSION

1. **Mission.** The Portland District serves the Nation by working closely with local, state, tribal, and Federal partners in performing required missions. Portland District's mission consists primarily of civil works; however, it supports the Division and Corps in the military mission as needed. The District's actions are consistent with applicable statutes, congressionally established authorities, and available funding. Portland District strives to follow the direction set in the Corps' Strategic Vision. Portland District executes the U.S. Army Corps of Engineers' Vision to support the Army and the Nation by its commitment to:

- a. Restore, manage and enhance ecosystems.
- b. Improve and maintain navigation.
- c. Generate electrical power.
- d. Prevent and reduce flood damage.
- e. Regulate activities in wetlands and navigable waterways.
- f. Respond to disasters.
- g. Provide Corps-wide expertise in hydroelectric design.
- h. Provide recreational opportunities for the public.
- i. Perform other functions assigned by law.
- j. Support military operations as directed.

2. The intent in each of the Corps' four primary mission areas within Portland District is outlined below.

a. **Water Resources.** NWP is a steward of Portland District's water and related land resources. Its mission is to support the economy while conserving and restoring the environment through the wise use and development of water resources. The district does this to be consistent with NWP authorities and available funding and mindful of the treaty and trust responsibilities to the region's Native American tribes, and obligations to the citizens of the Northwest and the Nation. NWP is committed to effectively carrying out the assigned role in flood damage reduction, inland and deep draft navigation, recreation, hydropower, fish and wildlife, and water supply mission areas. NWP will look for innovative ways to use: General Investigations, Construction General, Continuing

Authorities Program, Planning Assistance to States and Flood Plain Management Services; and authorities to meet regional needs and serve the public good. NWP will continue to perform its regulatory mission to: preclude unnecessary losses to regional wetlands; mitigate unavoidable impacts; and ensure that permit decisions are rendered expeditiously and fairly. Portland District will continue to support Northwestern Division as it works to develop the Corps' strategic partnership and alignment with the Bonneville Power Administration and the Bureau of Reclamation with regard to operation of the Federal Columbia River Power System. Portland District will carry out all assigned responsibilities to further that end.

b. Environment. The District's goal is to be viewed by the people of the region as a credible and vital partner as environmental challenges are addressed, and as potential solutions to those challenges are brought to the table. Natural resources are essential components of the quality of life of the civilian and tribal communities NWP serves. The District seeks opportunities to restore and/or enhance local and regional ecosystems consistent with authorities and available funding. NWP continues to build effective alliances with a wide spectrum of organizations and interest groups, and constantly strives to actively listen, more fully understand, and fulfill the needs voiced by the communities served. The Corps is uniquely suited to address specific environmental challenges, including ecosystem restoration, assisting in the development of sustainable communities, and fish and wildlife habitat restoration. Those are the areas on which Portland District is focusing its attention. The Portland District approaches these challenges by partnering with regional stakeholders to meet the requirements of the Endangered Species, Clean Water, and National Environmental Policy acts, and to accomplish the goals of specific environmental projects.

c. Infrastructure. NWP uses life cycle engineering and quality management to deliver top-notch facilities and services to its customers. NWP projects will be designed, constructed, and operated to be safe, efficient, effective and environmentally sound. Specific attention will be placed on reducing the maintenance backlog on civil works projects, repairing and rehabilitating aging infrastructures, and on working with Federal and state transportation departments on improvement initiatives. The District will continue its tribal outreach initiatives to better understand how Corps capabilities can be employed to meet the needs of tribal communities.

d. Emergency Management. The District proactively seeks opportunities to reduce the impacts of floods, storms, earthquakes and other catastrophic events before they occur. NWP provides domestic and international response, recovery, and redevelopment assistance when natural disasters do occur. It prepares for catastrophic emergencies in the District by pre-planning and training. NWP will plan and train to support the Corps' R2K (Readiness 2000) process.

3. Area of Operation. The District boundaries cover 79,405 square miles in western and central Oregon and 8,740 square miles in southwestern Washington. The District encompasses five geographic regions in Oregon: Coast Basin, Willamette Basin, Oregon Interior Basin, Middle Columbia River Basin, and Lower Columbia River Basin and the Cowlitz River Basin in Washington.

APPENDIX B

Executive Office

1. District Commander. Directs, supervises and manages the operation of the District through its senior leaders and staff in the accomplishment of its assigned missions.
2. Deputy District Commander.
 - a. Assists the District Commander in a staff capacity in directing, supervising and managing the office and field activities of the District and performs such specific assignments as the District Commander may assign.
 - b. Handles affiliation and U.S. Army Reserve matters.
 - c. Provides administrative support for all military personnel assigned.
 - d. Serves as Position Management Officer for support activities.
 - e. **Oversees Military Human Resources Program. Provides human resources support for military officers in the entire Northwestern Division.**
 - (1) **Reviews and analyzes various reports, statements, and requests concerning officer and enlisted personnel assignments and other administrative matters.**
 - (2) **Advises and screens all officer and enlisted promotions, school selection, and command selection lists to identify discrepancies in records and resolve outstanding issues.**
 - (3) **Prepares congratulatory and regret letters for signature of commanders for such boards and schools.**
 - (4) **Prepares and reviews all actions prior to release, such as officer rosters, charts, records, etc.**
 - (5) **Reviews records on incoming personnel for completeness, prior to duty assignments, special qualifications required within the commands, assignments that the individual should have for proper career progression, and makes recommendations for duty assignments.**
 - (6) **Prepares welcome letters for officers/warrant officers in-bound to NWD for signature by CG.**

3. Deputy District Engineer for Project Management. See Appendix M, Planning, Programs and Project Management Division.

4. Executive Assistant.

a. Acts for the District Commander in formulating and recommending general administrative policies, procedures, regulations and changes. Exercises coordination and follow-up action on these and other items of special interest to the District.

b. Coordinates, reviews and evaluates the effectiveness of operating policies at the advisory, administrative and technical staff level, and makes recommendations for improvement to operating officials and to the District Commander.

c. Initiates actions, to insure a common understanding of the objectives and program goals among all elements of the District staff.

d. Serves as a staff advisor to the District Commander on a broad range of subjects requiring an intimate degree of liaison acquaintance and association with Federal, state, county and municipal officials, and private individuals and groups.

e. Acts for the Commander and leads District efforts in the areas of strategic planning, coordinates the efforts of the Corporate Board, and serves as project manager for special studies and projects.

f. Serves as Point of Contact for the Robert Duncan Plaza federally sponsored childcare center.

g. Ensures managers initiate awards in a timely manner for the District's Incentive Awards program and coordinates function.

APPENDIX C

Contracting Division

1. Office of the Chief.

a. Provides staff advice to the District on contract matters including review of plans and specifications/**statements of work**, modifications, defaults, claims, pre-award surveys, problems with bids and contract administration questions.

b. Acts as Contracting Officer with unlimited authority for all types of contracts.

c. Exercises staff supervision over all contract administrative functions (excluding real estate contracts) to insure adequacy of documentation and compliance with regulatory requirements.

d. Oversees the activities of all District Contracting Officers, provides guidance as needed.

e. Maintains liaison with industry, military departments and other Government agencies on purchasing and contracting matters.

f. Prepares documentation for higher headquarters approval-covering nominations for appointment of Contracting Officers and Administrative Contracting Officers. Appoints Ordering Officers and Contracting Officer Representatives. Maintains pertinent documentation on Contracting Officers, Administrative Contracting Officers, Contracting Officer Representatives and Ordering Officers.

g. Administers the Defense Materials System.

h. Provides contract support to NWD.

i. Compiles and prepares recurring and special procurement statistical reports.

j. Manages and administers related programs, such as pre-award surveys of prospective contractors and small business contracting programs relating to specific contract actions. Monitors and reports on disposition of contract audits.

k. Oversees the District's efforts to support the Competition in Contracting Act of 1984 through use of competitive contracting procedures.

l. Manages the career program for and acts as counselor to all District staff members registered in Career Program 14 (Contracting and Acquisition). This includes providing input to Individual Development Plans.

m. Administers and operates the Standard Procurement System (SPS).

n. Responsible for Contracting Division's Quality System Management.

2. Supply-Service Branch.

a. Exercises staff supervision over the acquisition **and administration** of all supply, **supply/install**, and non-personal procurement actions (other than architect engineer) within the District. Advisor to the Contracting Division Chief on all assigned procurement actions.

b. Reviews various types of supply, **supply/install**, and non-personal service contracts to include ship repair or overhaul and lease of plant or equipment contracts for compliance with regulatory guidance.

c. Meets with technical personnel of the District to determine adequacy of **specification/statement of works**, delivery and other pertinent details upon submission of a Purchase Request and Commitment (PR&C).

d. Develops, issues, and distributes solicitations or requests for proposals and amendments thereto for supply items, **supply/install**, and services.

e. Requests wage determinations from the Department of Labor for all service contracts subject to the Service Contract Act. **Ensures Davis Bacon wage determinations are included in supply/install contracts, as applicable.**

f. Makes recommendations to the District Deputy for Small Business concerning small business and disadvantaged business set-asides. **Ensures subcontracting plans are included in solicitations/contracts as required.**

g. **Receives and opens quotes and proposals.** Determines successful **offeror**.

h. Documents pre-award surveys to determine that **offerors** have financial responsibility, experience, plant and equipment necessary to perform the work.

i. Coordinates with Office of Counsel in resolving mistakes in **pre- and post-award** protests.

- j. Issues contracts in final form, and distributes completed documents.
- k. Negotiates or participates in negotiations for all assigned procurement actions.
- l. Acts as Contracting Officer with authority up to \$10,000,000 for all types of contracts.
- m. Establishes and administers blanket purchase agreements for the District.
- n. Performs staff review of all Ordering Officer locations throughout the year.
- o. Oversees credit card accounts and purchases for the District **and Division office**, appoints VISA cardholders and approving officials.
- p. Develops budgetary data on contractors' future earnings under continuing supply contracts for use in preparing fiscal year budgets, allocating funds and estimating accrued earnings.
- q. Reviews and processes requests for partial payments on major supply and service contracts.
- r. Maintains the official contract files for all assigned procurement action contracts. Responsible for determining that documentation is adequate and complete.
- s. Participates in negotiating contract modifications as a member of the negotiation team. Accumulates supporting documentation, prepares substantive determination and findings, record of negotiation and formal modifications on Amendment of Solicitation/Modification of Contract (SF 30).
- t. Establishes negotiating team for contract modifications, terminations or settlement of claims and disputes. Analyzes the problem, establishes the negotiating position and prepares the recommendation to resolve the problem for the Contracting Officer's approval.
- u. Prepares contract modifications and supporting documents in final form. Coordinates District review and prepares letters of transmittal.
- v. Furnishes technical assistance to offices on contractual matters when necessary.
- w. Prepares monthly report of contracts physically complete but administratively open.
- x. **Receive requests, process orders, and monitor performance for interpreter services for the district.**

3. Construction/Architect-Engineer Branch.

- a. Exercises staff supervision over the acquisition **and administration** of all construction and architect-engineer procurement actions within the District. Advisor to the Division Chief on all assigned procurement actions.
- b. Reviews various types of A-E, construction, and professional service contracts for compliance with regulatory guidance.
- c. Develops, issues, and distributes **invitation for bid(s) (IFB's), request for proposal (RFP's), request for quote (RFQ's)** and amendments thereto for A-E, construction, or professional service work.
- d. Makes recommendations to the District Deputy for Small Business concerning small business and disadvantaged business set-asides.
- e. Receives and opens bids and proposals, and distributes abstracts of bids. Determines successful bidder.
- f. Documents pre-award surveys to determine that **offerors** have financial responsibility, experience, plant and equipment necessary to perform the work.
- g. Coordinates with Office of Counsel in resolving mistakes in bid and protest of award cases.
- h. Issues contracts in final form, and distributes completed documents.
- i. Negotiates or participates in negotiations for all assigned procurement actions.
- j. Maintains solicitation and contract registers.
- k. **Acts as** Contracting Officer with authority up to \$10,000,000 for all types of contracts.
- l. Reviews drafts of construction and architect-engineer specifications with respect to contract administration issues.
- m. Reviews payments on construction and architect-engineer contracts. Processes final payments on architect-engineer contracts.

- n.** Arranges for and monitors inspection of progress on architect-engineer contracts. Assists and advises as necessary Resident Office Administrative Contracting Officers (ACOs) on construction contract matters.
 - o.** Maintains the official contract files for construction and architect-engineer contracts. Responsible for determining that documentation is adequate and complete.
 - p.** Participates in negotiating contract modifications for architect-engineer contracts as a member of the negotiation team. Accumulates supporting documentation, prepares substantive determination and findings, record of negotiation and formal modifications (SF 30).
 - q.** Advises and assists CENWP-EC-CR-A for contract modifications, terminations or settlement of claims and disputes. Analyzes the problem, establishes the negotiating position and prepares the recommendation to resolve the problem for the Contracting Officer's approval.
 - r.** Issues and distributes modifications for those contracts retained for administration.
 - s.** Prepares contract modifications and supporting documents for architect-engineer contracts in final form. Coordinates District review and prepares letters of transmittal.
 - t.** Furnishes technical assistance to offices on contractual matters when necessary.
 - u.** Prepares monthly report of contracts physically complete but administratively open.
4. Contractor Appraisal/Information Branch. Responsible for development and enhancement **and serves as Data Base Manager** for the Corps-wide Architect-Engineer Contract Administration Support System, and the DOD-wide Construction Contract Administration Support System. Serves as a point-of-contact for all DOD customers.

APPENDIX D

Engineering and Construction Division

1. Office of the Chief.

- a. Directs, supervises and coordinates all activities of the Division, providing guidance as to proper emphasis and priorities.
- b. Staffs, organizes and plans the work of the Division in order to accomplish assignments in the most timely and economical manner.
- c. Assists and advises the District Commander and other District elements in matters relating to:
 - (1) Engineering and construction aspects of civil works programs.
 - (2) Engineering issues during construction and operational phases of projects.
- d. Shares responsibility with the Planning, Programs and Project Management Divisions for all District Congressional contacts.
- e. Reviews work in process giving advice and counsel to Engineering and Construction Division supervisors about policy decisions.
- f. Ensures safety policies and standards are applied to all work in design and construction and in performance of field inspection, investigations, and exploration operations.
- g. Serves as the Career Program Manager for the Engineer and Scientists Career fields in accordance with AR 690-950. Other District technical chiefs serve as Deputy Career Program Managers.
- h. Serves as the responsible employee for the Dam Safety Assurance Program.
- i. Responsible for management of the current and future year program activities in the Defense Environmental Restoration Program - Formerly Used Defense Sites (DERP-FUDS).
- j. Oversees management of Superfund activities in the State of Oregon as delegated to Portland District.
- k. Responsible for the Engineering and Construction Division Quality System Management.

2. Portland Resident Office.

a. Office of Resident Engineer.

(1) Directs, supervises and manages all activities of the Resident Office, providing guidance on proper emphasis and priorities.

(2) Performs the duties of Administrative Contracting Officer on all construction contracts and acts as the Contracting Officer's Representative for directly administered supply/installation contracts.

(3) Prepares and maintains Resident Office Quality Assurance Plan.

(4) Ensures safety policies and standards are applied to all work under purview of the Resident Office.

(5) Maintains liaison with all elements of Portland District, local interest groups, conservation organizations, and various city, county, state and Federal agencies on matters pertaining to construction activities managed by the Resident Office.

(6) Provides guidance and assistance to all members of the Resident Office for career development to meet the immediate and long-range needs of the individual and the Resident Office.

(7) Oversees implementation of the Resident Management System (RMS) as the contract information database for all work.

b. Portland Resident Office.

(1) Provides construction management, quality assurance, contract administration and safety oversight with stakeholders on all construction contracts, and supply/installation contracts assigned.

(2) Participates with Product Development Team during project design phase to bring practical field perspective to the design decision-making process.

(3) Performs Biddability, Constructibility, Operability and Environmental (BCOE) reviews of proposed specifications and drawings prior to advertisement for bids or proposals.

(4) Prepares project-specific Quality Assurance Plan Supplements for all projects.

- (5) Conducts pre-construction and pre-work conferences with contractors and stakeholders prior to commencement of contract work.**
- (6) Reviews and approves project specific management plans, including quality control plans, accident prevention plans, environmental plans and construction schedules.**
- (7) Manages review and approval of contract submittals and shop drawings for proposed construction materials, work methods, lift drawings, steel reinforcement, electrical and mechanical schematics, and layout drawings.**
- (8) Implements quality assurance plans and supplements, ensuring that quality control systems are properly implemented with three-phase inspection, documentation control and adequate field-testing.**
- (9) Prepares and executes contract modifications as necessary to address changes required due to differing site conditions, weather delays, design requirements, funding allocations, value engineering proposals, user requests and contractor requests for equitable adjustment.**
- (10) Prepares cost estimates and required supporting documentation, and negotiates fair and reasonable prices and time extensions with contractors for contract modifications.**
- (11) Performs technical analyses, requests audit assistance, and coordinates with Defense Contract Audit Agency (DCAA) auditors on contract modifications requiring audit assistance.**
- (12) Coordinates with project managers, designers and customers solutions to unanticipated issues arising during construction to avoid impact or minimize impact to quality, budget and schedule.**
- (13) Conducts field inspections to ascertain construction progress, supervises surveys as required for determination of field quantities, approves and certifies progress and final payments to contractors.**
- (14) Provides assessments of contractor claims and requests for equitable adjustment, coordinating with project managers and Office of Counsel to reach a government position on issues of potential dispute.**
- (15) Monitors contractor payrolls and coordinates with the Department of Labor as necessary to ascertain compliance with contract labor provisions. Resolves any noted violations with contractors, the District Labor Advisor, and Department of Labor.**

(16) Prepares construction completion certificates and contract closeout packages, addressing disposition of property and warranties.

c. Major Projects Section.

(1) Provides construction management, quality assurance, contract administration and safety oversight with stakeholders on all construction contracts, and supply/installation contracts assigned.

(2) Participates with Product Development Team during project design phase to bring practical field perspective to the design decision-making process.

(3) Performs BCOE reviews of proposed specifications and drawings prior to advertisement for bids or proposals.

(4) Prepares project-specific Quality Assurance Plan Supplements for all assigned projects.

(5) Conducts pre-construction and pre-work conferences with contractors and stakeholders prior to commencement of contract work.

(6) Reviews and approves project specific management plans, including quality control plans, accident prevention plans, environmental plans and construction schedules.

(7) Manages review and approval of contract submittals and shop drawings for proposed construction materials, work methods, lift drawings, steel reinforcement, electrical and mechanical schematics, and layout drawings.

(8) Implements quality assurance plans and supplements, ensuring that quality control systems are properly implemented with three-phase inspection, documentation control and adequate field-testing.

(9) Prepares and executes contract modifications as necessary to address changes required due to differing site conditions, weather delays, design requirements, funding allocations, value engineering proposals, user requests and contractor requests for equitable adjustment.

(10) Prepares cost estimates and required supporting documentation, and negotiates fair and reasonable prices and time extensions with contractors for contract modifications.

(11) Performs technical analyses, requests audit assistance, and coordinates with DCAA auditors on contract modifications requiring audit assistance.

(12) Coordinates with project managers, designers and customers solutions to unanticipated issues arising during construction to avoid impact or minimize impact to quality, budget and schedule.

(13) Conducts field inspections to ascertain construction progress, supervises surveys as required for determination of field quantities, approves and certifies progress and final payments to contractors.

4. Construction and Technical Services Branch.

a. Branch Chief.

(1) Directs, supervises, and coordinates the technical and administrative activities of the Branch. Activities include resource allocation, staffing, funds control, contract modifications, contract administration, plant, supply, engineering design, and safety requirements, oversight of contracts assigned to the Resident Office and equal employment opportunity requirements.

(2) Exercises control over working budgets for Construction Branch activities.

(3) Resolves major construction problems and makes final determination on construction methods and the materials employed.

(4) Provides Planning, Programs and Project Management Division with funding estimates for supervision and administration (S&A), contingency and contract earnings.

(5) Responsible for the applicable portions of Quality System Management.

(6) Serves as Primary Hand Receipt Holder for branch accountable property assigned to the District Office.

b. Construction Services Section.

(1) Chief Level Functions.

(a) Coordinates all contract and technical activities associated with Resident Offices.

(b) Exercises staff supervision over contract construction work, including inspection thereof, construction and operations by government plant and hired labor (on-site inspection and performance handled by Resident Engineer).

(c) Ensures the execution and enforcement of Department of the Army construction policies. Prepares guidance manuals for civil projects.

(d) Exercises staff supervision and guidance of the contract administration on all construction contracts and assigned O&M contracts.

(e) Oversees management of EPA Construction Grants Program (EPA CGP) and Superfund and other Hazardous and Toxic Waste (HTW) Remedial Action (RA) projects delegated to Portland District. Oversees contractor activities and provides quality assurance work on contracts for asbestos abatement (removal) at District facilities.

(f) Oversees the preparation of specifications prepared by EC.

(2) Section Functions.

(a) Coordinates Construction Branch's Biddability, Constructibility, Operability and Environmental (BCOE) review program, as well as performs reviews of plans and specifications. Maintains communication with designers to resolve issues noted during review. Participates in pre-design and design review conferences, comments and settles unresolved and/or contradictory issues. Recommends to Chief of Construction Branch approval/disapproval to advertise new contracts.

(b) Reviews and evaluates contractor safety programs and working conditions at Resident Office to insure compliance with District and HQNWD policy.

(c) In cooperation with Resident Engineer insures effective implementation of contractors quality control systems. Monitors field offices quality assurance programs and perform periodic quality assurance inspections of ongoing construction.

(d) Performs on-site visits, analyzes technical construction problems, and furnishes advice as to proper action in connection with construction activities. Coordinates support from other District organizations when required.

(e) Coordinates the technical interpretation of plans with project designers during advertising and construction. Provides guidance to Resident Engineer(s) to clarify and define plans and specifications and in the use of HQUSACE criteria (guide specifications). Analyzes construction activities and furnishes technical assistance for investigation and coordination between designers and Construction Branch in solving construction problems.

(f) Performs shop inspection of construction materials and equipment or arranges for inspection by other districts or Defense Contract Management Agency (DCMA) and checks contract compliance of materials, supplies and equipment purchased directly by the Government or by government contractors. Maintains record of fabrication progress and reports status to ordering districts. When requested, conducts surveys to determine the adequacy of the facilities and capability of low bidders to perform the work covered by the Invitation for Bids.

(g) Develops and implements yearly work plans related to EPA Construction Grants Program. Evaluates manpower and funding requirements to meet these goals. Sets commitments. Interfaces work with EPA for the successful performance of the program. Participates in regional and national level meetings related to program management. Develops/assists in development of policy to implement new EPA requirements. Provides input to HQNWD for HQUSACE monthly reporting. Prepares and periodically updates project outlays and monitors compliance by grantees on the level of outlays.

(h) Conducts and reports on interim and final inspections on grant construction. Performs project close-out function and approves final payment. Responds to/assists the EPA Regional Office of Audit in the resolution of audit questions.

(i) Provides investigatory and managerial oversight of Superfund projects and technical support to other elements of the Engineering and Construction Division on Defense Environmental Restoration Program (DERP) and Installation Restoration Program (IRP) projects. Maintains adequate technical capability for work at hazardous materials sites. Provides quality assurance services on all contract work for in-house asbestos abatement work and Hazardous Toxic and Radioactive Waste (HTRW) sampling and clean up. Performs periodic hazardous materials audits at project offices and provides qualified members to Environmental Review Guide for Operations (ERGO) Assessment and Incident Response Teams in support of the Operations Division.

(j) Provides assistance to Resident Engineer regarding contractor environmental protection plans to insure compliance with regulatory guidance and requirements. Coordinates with environmental agencies/task forces to synthesize construction, environmental impact features of projects, and environmental objectives.

(k) Furnishes technical assistance to field offices on matters concerning modifications. Prepares and/or reviews and edits drafts of modifications and findings of fact prepared by Resident Engineers. Coordinates review and/or reviews field office, Engineering and Construction and Operations Division's initiated requests for modification.

(l) Coordinates review of contractor claims and provides guidance to the field, drafts or assists in preparing Contracting Officer decisions, and negotiates with the contractors' representatives as required.

(m) Prepares budget estimates and controls funds authorization on civil projects pertinent to the Construction Branch. Consults with and advises designers and Planning, Programs and Project Management Division on construction features of projects and estimated costs and progress of civil construction for planning purposes.

(n) Prepares reports (Construction Managers, Contracts Physically Complete but Administratively Open, Construction Time and Cost Growth and Construction Placement, among others). Reviews and processes physical, partial and final completion reports. Reviews and processes initial and final work orders.

(o) Determines funds available and prepares current work estimates, pre-award and post-award information for all civil construction.

(p) Serves as first point of contact for construction-related issues and required Branch activities both before and after contract award. On all contracts assigned to Construction Branch, maintains liaison with all elements of Portland District, HQNWD (Portland), outside agencies, interest groups and the public. Prepares and/or assures distribution of letters for notice to proceed, safety letters, quality assurance, and proposed contract modifications.

(q) Conducts pre-award surveys and conferences with contractors with reference to adequacy of plan and equipment proposed to be used on the job, field office organization, etc. Makes coordinated recommendation to Chief, Construction Branch, as to advisability of award. Takes a primary role with Contracting Division in negotiations of assigned 8(a) contracts.

(r) Maintains a computerized system for Construction Contractor's Appraisal Support System (CCASS), updates and keeps CCASS current and coordinates work with field offices. Maintains a system of Lessons Learned in ongoing construction contract work. Coordinates the input from the field offices and the resolution of lessons learned. Applies lessons learned on future construction contract documents.

(s) Maintains expertise and supports the Resident Office in the implementation of the Resident Management System (RMS).

(t) Specifications Unit. Prepares, edits, assures quality and format of the final contract specifications including coordinated technical portions for District review, and issues for advertisement necessary contract specifications for all construction, maintenance and dredging work. Prepares and issues necessary specifications for Engineering supply and service contracts and for District offices as requested. Reviews design memorandum and plans and specifications prepared by District offices, architect-engineers (A-Es), and others. Maintains Engineering and Construction Division technical engineering library of guide specifications and industry standards through SPEC INTACT. Establishes and/or coordinates project schedules for review process through advertising of District projects and maintains project schedule review charts.

c. Technical Resources Section.

(1) Assists and advises the Chief, Engineering and Construction Division concerning total program resources and priorities, performance of Division activities, and assures that all activities are fully coordinated.

(2) Collects data, prepares, coordinates, and ensures consistency of information for internal and upward reporting documents.

(3) Provides support to Individual Project Managers, Program Managers, and other District managers, as necessary, to accomplish project or program.

(4) Provides administrative support services to all Engineering and Construction Division offices as requested.

(5) ETDS Unit. Serves as the District Engineering Technical Data System (ETDS) Manager and Contract Administrator for Computer Aided Drafting and Design (CADD) contracts.

(6) Budget Unit.

(a) Plans, organizes, coordinates, schedules and reviews all financial activities for the Engineering and Construction (EC) Division. The work supports a long-range civil works Engineering and Construction annual program for civil works projects located throughout the Portland District.

(b) Accomplishes a broad range of budgeting functions, including execution of all appropriations for Engineering and Construction functions.

(c) Consults with and provides evaluation and advice to Division, Branch, and Section Chiefs, Team Leaders and all staff members in the organization of approximately 180 employees on budget matters.

(d) Prepares current year and future years' workload forecasts and updates quarterly reports for work performed by E&C Division plus work performed by Architect Engineer (A/E) contracts.

(e) Monitors the execution of project and operating budget accounts by identifying and analyzing available commitments, receipts, obligations, and expenditures of funds to assure objectives are being met and funds are available and being effectively used.

(f) Works with Resource Management personnel, Planning, Programs and Project Management Division (PPPM) and EC managers to insure effective utilization of available funds.

(g) Monitors actual and scheduled obligations/expenditures and evaluates the effectiveness and impacts of each work item in meeting its stated objectives.

(h) In conjunction with Branch/Section Chiefs and Technical Leads, develops annual and periodic reports to provide detailed statistical data on progress of funding activities.

(i) Serves as funding interface with Project Managers within NWP and those activities providing funding through Customer Orders for allocation of funds that have immediate and projected impacts on executing EC Division's mission.

(7) A-E Services Unit.

(a) Serves as the Division Coordinator on A-E contracting procedures. Coordinates and provides technical guidance to Division and District offices on the applicability of various regulations, procedures and policies applying to the procurement of A-E contracts and delivery orders. Receives and processes data from A-Es including support data for preselection and selection procedures and prepares applicable reports and necessary documentation for all A-E contracting matters.

(b) Collects, prepares and distributes information on planned and actual utilization of A-E services.

(8) Records Management and Aerial Photos Unit.

(a) Coordinates the printing and distribution of contract plans and specifications and design memorandums within the District. Maintains District aerial film and photography files and other miscellaneous mapping materials, assists both in-house and outside agency users in the search and procurement of these materials. Investigates and procures various aerial photographic/imagery and mapping products from other agencies and private firms.

(b) Maintains District contract drawings, maps and design memorandum files, except dredge repair.

(c) Organizes and maintains the Engineering and Construction Division central correspondence, design report, computation, official training, awards and financial documents.

5. Design Branch.

a. Office of the Branch Chief.

(1) Supervises and manages all activities of the Branch.

(2) Reviews qualifications of architect-engineers, consultants and experts, and makes recommendations concerning selection, and negotiates these types of contracts.

(3) Serves as customer representative for portions of the GI and CG Programs assigned to the Engineering and Construction Division.

b. Structural & Architectural Design Section. Performs the structural engineering and architectural design in connection with construction and supply contracts, contract modifications and engineering design during construction and operation of projects, to include the following: dams and appurtenant features, navigation locks, intake towers, tunnels, bridges, piping penstocks, fish handling facilities, project and visitor buildings, steel linings and gating, pile structures and retaining and slurry wall systems. Performs 2 and 3-D structural modeling, finite element methods, dynamic impact, earthquake analyses, floating structures and soil-structure interaction (excavation support, retaining walls, pile structures and in general structures founded against soil/rock) modeling, analyses and design. Furnishes consulting services for architectural and structural problems.

(1) Serves as lead design section (team leadership) on assigned projects. As lead section, is responsible for managing and coordinating the design work with all District elements, Hydroelectric Design Center (CENWP-HDC), Architect-Engineers and others.

- (2) Prepares documents and makes recommendations in connection with selection, negotiation and administration of Architect-Engineer and professional service contracts.
- (3) Prepares all design reports for structures, except certain powerhouse facilities assigned to CENWP-HDC.
- (4) Prepares and issues necessary engineering drawings, plans and specifications for construction and maintenance of structures.
- (5) Reviews design reports and plans and specifications prepared by Architect-Engineers, CENWP-HDC, and others.
- (6) Prepares designs, quantity computations, E&D budget estimates, schedule, and cost estimates for all proposed work including those required for preliminary examination, survey and definite project studies.
- (7) Performs field inspections as necessary to assure that construction is being performed in accordance with design, to obtain information leading to improvement in the design of future works and to observe maintenance and operation procedures with a view to determining any changes necessary to conform to design assumptions.
- (8) Prepares programs and transmits data concerning investigations of structural behavior of facilities when determined necessary or when directed by higher authority.
- (9) Performs field inspections as necessary to assure that installations or instruments for investigation of structural behavior and the making and recording of observations are in accordance with approved procedures.
- (10) Provides lead technical assistance and/or guidance to elements of the District on design matters concerned with project facilities and acts as the District Design Coordinator for all CENWP-HDC structural and architectural design work.
- (11) Prepares text and designs for Engineering Manuals and Guide Specifications related to structural and architectural features.
- (12) Performs engineering during construction (EDC) and reviews shop drawings pertaining to architectural and structural work which revise or are a furtherance of design or as requested by the Construction Branch.
- (13) Prepares or reviews as-built drawings for completed construction projects.

(14) Performs inspection and evaluation of the structural integrity and dam safety of project structures owned and maintained by the Corps on civil work projects, including supervision, recording and reporting of all activities under the program (ER 1110-2-100).

(15) Provides the District with expertise in design management of a wide range of multi-purpose civil works projects. Monitors multi-disciplines and oversees budgets and schedules for assigned tasks.

(16) Provides technical assistance and/or guidance to elements of the District and Division on interior space planning, furnishings and decoration.

(17) Provides structural and architectural consultation to other government agencies.

c. Mechanical Design Section. Performs the following functions pertaining to mechanical engineering in connection with construction, service and supply contracts.

(1) Serves as lead design section (task management) on assigned projects. As lead section, is responsible for managing and coordinating the design work with all District elements, Hydroelectric Design Center, Architect-Engineer and others.

(2) Prepares all design for structures, except powerhouses, for design memoranda.

(3) Prepares and issues necessary engineering drawings, plans and specifications for all construction and maintenance work, including contract modifications.

(4) Reviews design memoranda, plans and specifications prepared by architect-engineers and other, and coordinates the district work performed by CENWP-HDC.

(5) Prepares designs, quantity computations, E&D budget estimates and cost estimates for all proposed work including those required for preliminary examination, surveys, definite project studies, and final project designs.

(6) Participates as required in studies for preliminary examination reports, survey reports, and general and feature design memoranda and other memoranda prepared by other branches.

(7) Performs field inspections as necessary to assure that construction is being performed in accordance with design, to obtain information leading to improvement in the design of future works and to observe maintenance and operation procedures with a view to determining any changes necessary to conform to design assumptions.

(8) Reviews and coordinates the engineering and design of construction projects to assure sound fire protection within the scope of existing policy and governing criteria and regulations (ER 1110-1-260).

(9) Reviews engineering plans and specifications to insure efficient energy use. Prepares and implements an energy conservation program and instructs employees on energy conservation methods.

(10) Reviews all shop drawings pertaining to mechanical work, which revise or are a furtherance of design.

(11) Prepares documents and assists in selection, negotiation and administration of architect-engineer and professional service contracts.

(12) Furnishes consulting services for mechanical design matters to other District elements and acts as Design Coordinator for all CENWP-HDC mechanical design work.

(13) Serves as lead on asbestos removal contracts.

d. Electrical Design Section. Performs the following functions as design/task manager or in support of others, pertaining to all electrical engineering and design in connection with construction, service and supply contracts.

(1) Serves as lead design section on assigned projects and is responsible for managing and coordinating the design work with all District elements, Hydroelectric Design Center Architect-Engineers and others.

(2) Prepares all design for site work and structures (except powerhouses) and power and communication services, for design memoranda.

(3) Prepares and issues necessary engineering for design memorandum, rehabilitation reports, drawings, plans and specifications for all construction and maintenance work, including contract modifications. Also prepares and administers electrical supply and purchase order contracts.

(4) Reviews design memoranda, plans and specifications prepared by architect-engineers and others and coordinates, including field conditions, with district work performed by CENWP-HDC.

(5) Prepares scope of work, designs, quantity computations, E&D budget estimates, schedules, and electrical engineer estimates for all proposed work including those required for preliminary examination, survey and definite project studies.

(6) Participates as required in studies for preliminary examination reports, survey reports, and design reports prepared by other branches or organizations.

(7) Performs field inspections as necessary to assure that construction is being performed in accordance with design, to obtain information leading to improvement in the design of future work, and to observe maintenance and operation procedures with a view to determining any changes necessary to conform to design assumptions.

(8) Reviews all shop drawings pertaining to electrical work, which revise or are a furtherance of design and other shop drawings as agreed with the Construction Branch.

(9) Assists the Contracting Division in the preparation of service contracts for power and telephone utilities.

(10) Prepares corrosion mitigation statements for inclusion in design memoranda and acts as a consultant to other elements of the District in corrosion matters.

(11) Prepares documents, and assists in the selection, negotiation and administration of architect-engineer and professional service contracts.

(12) Furnishes consulting services for electrical design matters to other District elements and acts as the Design Coordinator/Task Manager for all CENWP-HDC electrical design work and provides contractual technical support to other District elements.

e. Civil & Environmental Design Section. Performs the lead engineering and design function concerning: levees, bank and shoreline protection works; dredging; paving; development of parks and project roads; wetlands; coastal harbors, channels, and basins; water supply; wastewater collection and treatment facilities; irrigation and landscaping; hazardous and toxic waste clean-up and the relocation of railroads, highways and other public and private utilities. Develops aesthetic objectives on construction projects and restoration methods after construction. Performs project management and/or senior team leadership of the following programs and projects: Lower Columbia and Willamette River Bank Protection; inspection of completed levee and bank protection works; compliance with environmental standards regarding the use and disposal of hazardous and toxic materials and wastes, including support to the support for others program, Resource Conservation and Recovery Act (RCRA) and ERGO activities, Defense Environmental Restoration Program (DERP), Superfund; and Flood Control (FC) & Coastal Emergencies (CE) rehabilitations.

(1) Prepares and issues design reports, plans and specifications, and performs engineering during construction (EDC). Coordinates activities with other branches for jetty and breakwater rehabilitation, channels, harbors, anchorages, boat basins, and river control structures. Designs rubble mound and armor unit for breakwater and jetties. Provides engineering coordination and support for the jetty monitoring program.

(2) Coordinates and participates in design for general design memoranda. Accomplishes feature design work, prepares design memoranda and plans and specifications.

(3) Serves as lead section and provides senior team leaders for assigned projects. As lead section, is responsible for managing and coordinating the design work with all District elements, Architect-Engineers, and others.

(4) Prepares and issues necessary engineering drawings, plans and specifications for construction and maintenance work, including contract modifications.

(5) Prepares quality plans, designs, quantity computations, scopes of work, schedules, and cost estimates for proposed work including those required for preliminary concept and final design types of projects.

(6) Participates, as required, in studies for preliminary investigations, reports, survey reports, general and feature design memoranda and other memoranda prepared by other branches.

(7) Prepares and negotiates contracts and agreements for proposed relocations of railroads, highways, public utilities and rights-of-way in coordination with the Real Estate Division. Coordinates with and assists the Real Estate Division on matters pertaining to the rights-of-way, lands, and utilities for projects. Meets with local sponsors of flood control projects to coordinate design feature and resolve problems that arise.

(8) Coordinates and obtains approval of District wastewater treatment facilities from state, county and Federal agencies. Secures National Pollution Discharge Elimination System (NPDES) permits for District treatment facilities and construction activities.

(9) Assists the Contracting Division in the preparation of service contracts for utilities.

(10) Reviews contract submittals and shop drawings.

(11) Prepares O&M manuals for sewage systems and assigned flood control projects.

(12) Prepares and coordinates with the Public Affairs Office and the Operations Division on the designs for design reports for recreation areas, visitor centers, visitor interpretive displays, and procurement of plaques and markers for visitor information.

(13) Coordinates with other Federal, state and local agencies on restoration and revegetation matters associated with civil works construction projects. Assists with master planning for recreation facilities on all civil works projects and for Corps managed lands.

(14) Conducts inspections, prepares detailed studies, reports and designs for rehabilitation work under PL 84-99 (Flood Control and Coastal Emergencies) for construction projects, in coordination with the Operations Division and other District organizational elements as required and for Federal Emergency Management Agency mission assignments.

(15) Serves as point of contact with the Environmental Protection Agency, including the Federal Facilities coordinator and corresponding state agencies with regard to hazardous material handling, storage and waste removal, environmental compliance (RCRA), Superfund, DERP and Support for Others Programs (FSA, Small Business Administration (SBA), Coast Guard, etc). Prepares work plans, conducts investigations in coordination with other elements for proper removal of containerized wastes. Coordinates investigations, designs and remedial actions designs with the Northwestern Division's HTW Design District, Seattle. Reviews and approves work plans prepared by architect-engineers and other District organizations.

(16) Provides scope, schedule and costs to Operations Division for inspection and evaluation of the completed bank protection projects on the Willamette River. Administers the program for inspection of completed Corps and local flood protection works (levees and drainage facilities) in coordination with the Operations Division, Emergency Management Branch.

(17) Provides technical assistance to the general public on matters concerning Corps regulations, standards and routine design of stream bank erosion protection and revetments.

f. Cost Engineering Section.

(1) Performs the centralized cost engineering and construction cost estimating responsibilities for the District.

(2) Participates as a full team member on all District study and project teams.

(3) Prepares detailed baseline cost estimates during the feasibility study stage (including dredging) and at all project stages of planning, design and construction. Monitors and updates project cost estimates and performs all other duties relating to estimating construction costs.

(4) Performs field investigations to secure information as to current construction methods, equipment, production, field conditions, or other factors pertinent to the preparation of the government fair cost estimate.

(5) Prepares government fair cost estimates used for comparing reasonableness of bids received for all construction and maintenance work.

(6) Reviews government cost estimates for major modifications prior to contract negotiation and serves as consultant on the negotiation team.

(7) Maintains estimate control files for use as historical cost information.

6. Hydraulics, Hydrology and Geotechnical Design Branch.

a. Office of the Branch Chief.

(1) Supervises all activities of the Branch and coordinates with other HQNWD (Portland)/District elements and Federal, State, and local agencies. Provides technical advice and engineering assistance on hydraulic and hydrologic features relating to channels and structures as required by other District elements.

(2) Works with managers of other Engineering and Construction Division branches and other organizations of the District to assure that the geotechnical work is accomplished as required for the organizational missions.

(3) Provides consultation services for foundation engineering and other geotechnical activities for the District and outside agencies.

(4) Serves as the Engineering and Construction Division coordinator on all O&M funded jobs assigned to the Engineering and Construction Division.

(5) A designated Branch employee serves as the District's Value Engineering (VE) Officer and performs the following:

(a) Plans, organizes, directs, appraises and controls District Value Engineering (VE) activities in accordance with applicable regulations.

(b) Maintains a continual formal VE training program for all engineers and other personnel concerned with VE.

(c) Promotes active and continuous in-house VE studies and contractor participation under the VE incentive clause and assures that all contract-related organizational elements encourage contractor participation.

b. Hydraulic Design Section. Performs the following functions pertaining to the hydraulic design of structures and furnishes consulting services on hydraulic problems:

(1) Prepares and/or develops the design for the hydraulic features of spillways, regulating outlets, diversion facilities, fish facilities, navigation locks, energy dissipators, channels, pressure conduits, bank protection sites and miscellaneous projects.

(2) Determines water surface profiles and velocities for various hydraulic conditions and/or requirements in conduits and channels.

(3) Makes evaluations to determine if hydraulic model investigations are needed as an aid in solving hydraulic design problems. Provides technical guidance, consultation and review on District model studies performed at a hydraulic laboratory relating to feature design of hydraulic structures. Is District liaison with Waterways Experiment Station (WES) on design matters concerning modeling of hydraulic structures.

(4) Prepares necessary text, sketches, graphs, charts and tables presenting hydraulic data for including in design memorandums, contract plans and specifications, contract modifications, and miscellaneous reports.

(5) Reviews hydraulic features contained in technical reports, design memorandums, and plans and specifications prepared by architect-engineers (A-E), CENWP-HDC, and others.

(6) As a part of the design of multi-purpose projects, writes scopes of work, carries out negotiations, and monitors A-E contract work order progress for: (a) feasibility studies, (b) civil, structural, and hydraulic designs, and (c) writing of technical reports.

(7) Acts as design lead and coordinates design process for new projects where hydraulic considerations are paramount.

(8) Writes, prepares, and is responsible for publication of design memorandums presenting studies, rationale, and conclusions for various types of project designs.

(9) Performs field inspection to assure that construction is being performed in accordance with hydraulic design intention, to obtain information to be used to improve the design of future work, and to observe operation and maintenance procedures with a view to determining any changes necessary to conform to design assumptions.

(10) Performs field prototype tests and investigations as necessary to acquire data used in evaluation of adequacy of designs to meet operating requirements and to develop proposed modifications where deficiencies are found. Provides support to operations and maintenance personnel for tests they are performing.

(11) Plans for, coordinates, operates and/or provides direct supervision for special test activities using the high-head test facilities at Detroit Dam.

(12) Provides technical assistance and/or guidance to elements of the District on design matters concerned with fish facilities.

c. Hydrology, Coastal and River Engineering Section. Performs the following functions pertaining to field monitoring, hydrologic data collection, analysis and issuance of reports related to rivers, reservoirs, navigation channels and hydrologic studies.

(1) Determines the required effective flood control storage for reservoirs and how the required storage may vary with time of year. Determines reservoir area-capacity-elevation relations, outflow works design requirements, downstream channel capacities, and preliminary operating methods. Routes flood through potential reservoirs to obtain downstream effects and reservoir levels for frequency determinations, maximum pool, freeboard allowances, and guide-taking line elevations.

(2) Determines hypothetical discharge hydrographs at key locations, including reservoir sites, local protection works, and channel improvements. These include project design, standard project, and spillway design floods. Synthetic hydrologic procedures may be necessary in the absence of adequate records.

(3) Analyzes basic hydrologic data, making any necessary adjustments so that they correspond to a common base, i.e. current conditions, preproject, or natural.

(a) Designs and installs hydrometeorologic data collection stations for permanent use in operational and water management situations and for temporary use in studies in which the COE participates.

(b) Provides statistical analyses of meteorological data for use in flood and drought evaluations.

(4) Analyzes major storms and floods of record to obtain basic relationships between precipitation and infiltration, losses, unit graphs, routing coefficient, etc.

(5) Makes water yield estimates to determine reservoir capacity requirements for firm yield for water supply, hydropower, and/or low flow augmentation. Determines preliminary operating procedures to obtain maximum benefits from multipurpose uses. Conducts hydropower studies for new projects and possible retrofit to existing projects.

(6) Makes probability studies to determine frequencies of peak flows, minimum flows, and high and low flow volumes for preproject and post project conditions. Determines ordinary high water and point of 5 cubic feet per second flow for permit purposes.

(7) Makes watershed studies to determine changes in run-off due to factors such as river channel changes, urbanization, other land use changes, or disruptive forces of nature.

(8) Determines water surface profiles, floodways, and velocities for various hydraulic conditions in open channels. Conducts channel hydraulic studies dealing with dredging, clearing, bank protection, etc. Develops channel improvements studies, including channel alteration and in-channel hydraulic structures. Conducts two-dimensional and unsteady flow routing in channel and impoundments.

(9) Provides technical hydraulic, river, and tidal hydraulic technical support for flood insurance studies and other Portland District programs.

(10) Conducts hydraulic and sedimentation studies for the design of navigation channels. Utilizes field and office analyses to determine hydraulic conditions, design river control structures, and estimate dredging requirements.

(11) Responsible for mechanical and safety aspects of navigation channel design, provides technical guidance, consultation, and review of navigation studies conducted by Waterways Experiment Station (WES) and/or A-E consultants.

(12) Determines amounts of sediment erosion and deposition to be anticipated over both the short and long term. Conducts hydrologic studies that provide quantitative estimates of watershed erosion and sediment amounts that will impact reservoir and river systems.

(13) Identifies remedial actions and evaluates alternatives for river shoaling and erosion problems.

(14) Monitors sediment deposition in District reservoirs and prepares annual Sediment Activities Report.

(15) Conducts analyses and routings of mudflows, debris flows and hyperconcentrated flows.

(16) Makes water discharge measurements, collects suspended and bed load sediment samples, surveys water surface elevations, and makes field evaluations. Coordinates and participates with appropriate agencies in surveying geomorphic processes, collecting basic data and evaluating changes in the fluvial processes. Evaluates and designs stable channel conditions for flood channels and ecosystems/channel restoration projects.

(17) Determines the effects of hypothetical dam failures immediately downstream of the project and for damage centered further downstream.

(18) Performs or directs studies of phenomena of tidal hydraulics and coastal processes for new and O&M projects as related to tidal and inland waterways, harbors and coastal sites. **Acts as** the District liaison with Waterways Experiment Station, Vicksburg, in matters concerning projects in tidal hydraulic analysis, physical and mathematical modeling. Represents Portland District, as appropriate, in meetings with Coastal Engineering Research Board, Waterways Experiment Station, Coastal Engineering Research Center and Committee on Tidal Hydraulics.

(19) Prepares tidal hydraulics and coastal processes portion of design appendix for reconnaissance studies and general design memoranda and coordinates activities with other branches for jetty and breakwater rehabilitation and new work.

(20) Participates in the District's jetty monitoring program for all coastal projects and analyzes hydraulic and sedimentation effect due to the construction of pile dikes in rivers and estuary environments.

(21) Provides technical assistance to the general public on matters concerning beach erosion.

(22) Assists with the development of site designation for ocean disposal of dredged material. Participates with the development and implements monitoring and management plans for all District dredged material disposal sites.

(23) Participates as hydraulic design expert, providing consultation as requested in studies prepared by others. Performs studies required on hydraulic features such as coastal protection, jetties, dikes, and ice jam problems.

(24) Completes engineering design of rubble-mound features of jetties, breakwaters, groins, etc. Performs engineering analyses of coastal processes such as waves, tides, littoral transport, etc. for design of various coastal structures.

(25) Performs estuarine circulation to determine possible solutions to water quality shoaling problems.

(26) Serves as Project Manager for studies as requested by Planning, Programs and Project Management Division. Acts as Technical Manager for studies as requested by the Technical Review Group, Engineering and Construction Division.

(27) Flood Plain Management. Implements and coordinates the District's Flood Plain Management Program.

(a) Provides Federal, state and local officials and planners with technical advice and planning assistance on flood plain issues and technical assistance in delineating the regulatory floodplain and "floodways".

(b) Provides technical advice and flood plain information to individuals and businesses.

(c) Serves as District point of contact with the Natural and Technological Hazards Division of the Federal Emergency Management Agency (FEMA) for the District's support for the National Flood Insurance Program.

(d) Coordinates and prepares the District's Time and Cost Estimates for Flood Insurance Studies (FIS) and manages those FIS for FEMA.

(e) Maintains and manages the District's floodplain hydraulic and mapping information in response to requests from government agencies and the private sector. Maintains District floodplain crest gage program and information database for high-water marks.

(f) Serves as District office responsible for interpretation of Executive Order 11988 (Flood Plain Management) and assists other District elements with obtaining compliance.

(g) Serves as District office responsible for conducting Flood Warning and Preparedness Planning studies and non-structural flood damage reduction recommendations.

(h) Estimates costs and receives monies from the private sector for providing site-specific flood hazard information.

d. Reservoir Regulation & Water Quality Section. Performs the following functions pertaining to reservoir regulation, and water quality management of streams and reservoirs:

(1) Regulates the Willow Creek project and the Rogue River projects.

(2) Administers District programs for hydrometeorologic data acquisitions by agencies such as the USES and NWS.

- (3) Provides weather forecasts and information and forecasts on stream flow during flood events.
 - (4) Prepares and updates water control manuals.
 - (5) Determines project accomplishments on an annual basis and immediately following flood events.
 - (6) Evaluates the adherence of the Reservoir Control Center operation of District projects to the Water Control Manual guidelines and keeps District personnel aware of reservoir status at all times.
 - (7) Maintains a water quality management program.
 - (8) Conducts numerical model studies to determine reservoir impacts of water quality management in the downstream riverine system.
 - (9) Interprets EPA and state water quality standards concerning impoundments for implementation actions at Portland District.
 - (10) Briefs news media on District reservoir regulation activities. Provides physical/chemical/biological technical support and guidance to District elements. This includes necessary input for compliance with Section 404(b) of the Clean Water Act and Section 102 and 103 of the Marine Protection Research and Sanctuaries Act.
 - (11) Prepares reports for site designation for ocean disposal of dredged material. Develops and implements monitoring and management plans for all District dredged material disposal sites. Provides guidance and disseminates information within the District on sediment quality criteria in connection with disposal of dredged material. Is District liaison with other Corps, Federal and state entities in matters concerning sediment quality guidelines and criteria.
- e. Geotechnical Design Section. Responsible for applying the basic principles of Civil Engineering and the specific knowledge of Geotechnical Engineering in the preparation of technical design and contract documents (including A-E contracts and purchase orders for geotechnical engineering services) applied to the planning, design, construction and operation of projects. Functions as Task Manager on assigned tasks. Specific functional responsibilities include the following:
- (1) Site Evaluation. Determines the geotechnical suitability of a site or area for proposed civil works, military or environmental use. Performs the following functions related to site evaluation:

(a) Geomorphic Studies. Performs those geomorphic, pedologic, and hydrologic studies related to the determination of the qualitative and quantitative distribution of soils by type, identification of landslides and landslide prone areas, evaluation of hydrologic conditions within the soil, identification of erosion susceptible materials and sediment availability to watercourses and reservoirs, evaluation of sensitivity of the soil mass to seismic events and the probable impact on structures.

(b) Risk and Suitability Evaluation. Evaluates the geologic process, history, and geomorphology of the site or area to determine the hazard-risk relationship between the site and the proposed use.

(c) Material Properties Evaluation. Determines the applicable engineering properties of the materials at the site by visual observations, explorations, laboratory and field-testing (including strength, density, gradation, permeability, consolidation, compaction, and chemical). Performs clay mineralogy testing. Makes determination of clay properties and its suitability for fills and liners. Makes constructibility determinations. Performs test excavations, test fills, installation and monitoring of instruments.

(2) Soils Engineering Design.

(a) Embankments. Develops embankment criteria based on the intended use of the embankment (including earth and rockfill dams, cofferdams, dikes, levees, stability berms, road fills, disposal fills, and containment dikes). Determines material requirements that meet the criteria and evaluates local materials to determine if their properties meet the established criteria. Determines embankment zoning (including the embankment face) to prevent piping, control seepage and erosion; insures compatibility between zones; and provides economy. Determines compaction requirements; performs consolidation studies of both the embankment and foundation material; performs static and dynamic sliding stability, pore pressure, and seepage studies to insure the stability of the embankment and the foundation, and to control seepage in the embankment and foundation. Designs instrumentation to evaluate performance of embankment and to monitor seepage. Inspects and evaluates embankment structures during and after construction to insure they are functioning according to design. Evaluates instrumentation data; investigates cases where the embankments do not perform according to design, and recommends or implements appropriate corrective action.

(b) Excavations. Develops criteria for excavation based on intended use. Determines engineering characteristic of materials to be excavated. Determines appropriate support systems when required, including tied back walls, cantilever walls, diaphragm walls, sheet pile cells and gravity walls in coordination with Structural and Architectural Design

Section (see Soil Retaining Structures and Soil Structure Interaction paragraph below for functional tasks related to support slopes). Designs cut slopes and any required slope protection. Performs static and dynamic sliding stability, pore pressure, and seepage studies to insure the stability of the excavation and or support system. Determines excavability of materials; determines probable method of excavation to assist in cost estimating. Determines the need for dewatering and performs dewatering designs. Determines suitability of excavated material for use in embankments, fills, or the project needs. Performs mass balance studies on projects where excavation and embankments are both required by computing shrink and swell factors for the materials and applying them to the excavation and embankment quantities. Determines when instrumentation is required, the appropriate instrument to use, where the instrument should be installed and when it should be installed. Determines the magnitude of anticipated readings and establishes a reading schedule for the instrument. Determines if excavations are performing as designed based upon instrumentation readings and visual observations.

(c) Foundations. Determines most economical foundation design for embankments, roads and shallow structural foundations based upon structural requirements and soil properties. Determines bearing capacity and other related design parameters. Determines load carrying capacity of both vertically and laterally loaded piles and pier foundations. Determines type (in coordination with Structural and Architectural Design Section), size, required length and driving requirements based upon soil type and properties. Develops requirements for pile load and pile driving tests. Determines instrumentation requirements. Evaluates foundation performance during life of structure. Investigates those that do not perform in accordance with design and recommends/implements corrective actions.

(d) Structures on Soil, Structures Retaining Soils, Sheet Pile Cells and Soil Structure Interaction. Determines appropriate soil parameters for analysis including soil modulus, earth pressure coefficients, stress-strain relationships, coefficients for depth shape and submergence. Determines appropriate analytical procedures to properly model the soil-structure jointly with integration. Participates in soil structure analysis and provides necessary input to structural designer. Designs soil anchors including length, size, type and installation procedures. Determines foundation sliding, and bearing and stability of structure founded on soils for both the static and dynamic case. Performs soil stress distribution analysis.

(e) Seismic Analysis of Soil Structures, Structures on Soils, and Structures Retaining Soils. Determines appropriate analytical procedure based upon input of acceleration and duration, and response of soil by performing stress distribution analysis and liquefaction potential studies. Works closely with structural engineer to evaluate response of structure.

(f) Dewatering, Groundwater Control and Seepage Control. Determines appropriate dewatering system to control ground water during excavation. Matches system to material type, material properties and distribution and anticipated or known groundwater parameters. Determines aquifer characteristics based upon material properties and material distribution based on explorations and in-situ testing, geomorphic studies, existing data, piezometric data and pump test evaluation. Designs and evaluates pump tests. Performs seepage analysis and designs systems to control seepage. Designs instrumentation systems to monitor groundwater and seepage; monitors instrumentation and evaluates readings.

(g) Ground Improvement, Geomembranes and Geofabrics. Determines if a method or product is in use or available which can be economically applied to the problem, based upon available techniques and products. Evaluates techniques based upon desired results, material properties, and probable results. Evaluates products based upon properties, performance, durability, and required life expectancy.

(h) Slope Treatment. Evaluates soil type and properties to determine the probable reaction of the material to its environment. Determines and designs the most economical method of treatment based upon desired results, methods and products available.

(i) Soft Ground Tunneling. Determines soil properties, establishes criteria, calculates vertical and horizontal loads, evaluates potential hazards associated with soft ground tunneling, and determines the appropriate mining method. In coordination with structural designer, designs primary support system and ground water control systems.

(j) Landslide Stabilization. Performs site mapping, explorations, photo and other imagery interpretation. Determines material properties of the material in the slide, the sliding surface and the in-place materials. Determines conditions, which caused or are driving to instability. Determines the most economical method to insure the desired sliding stability is achieved, and prepares a design for its implementation. Designs would include horizontal drains, buttresses, removal of the driving material, or excavation and replacement.

(k) Coastal Engineering. Synthesizes the results of research experience and custom in investigating, evaluating and designing foundations for coastal engineering works including: foundations for upland dredged material disposal area dikes and outfalls, pile, bulkhead, seawall, wharf and breakwater foundations; rehabilitation and restoration of disposal areas and areas disturbed by construction operations.

(l) Material Properties and Usage. Determines physical, engineering, chemical, and agricultural properties of soils. Performs visual classifications, field-testing, in-situ testing, and requirements for laboratory testing. Based upon the properties of soil materials and the use criteria, determines the appropriateness of the material for specific and general uses.

(m) Constructibility. Determines constructibility of projects requiring earthwork based on material properties, construction practices, site conditions and seasonal changes in site conditions, environmental constraints, the desired product, and the desired schedule.

(n) Embankment Safety. Performs inspections to assist in the determination of the safety of all water retaining structures constructed of earth or rock fill. Evaluates instrumentation data related to the structure. Reanalyzes structures when design criteria are changed or the original analysis of the structure is found to be unacceptable, the use of the structure changes or loading conditions originally used change (i.e. new seismic).

(3) Environmental Design.

(a) Erosion and Sediment Control. Determines the short term and long-term erosion potential of natural or man made slopes based upon the material, its properties both physical and chemical, and the environment to which it will be subjected. Based upon the mechanism of erosion and the consequences of the erosion, determines and designs a method that will most economically control the erosion. Where control of sediment producing erosion or sediment producing processes is not practical but the resulting sediment is not acceptable, determines and designs a control method, which meets established criteria. Determines the physical and chemical properties of the sediment including size, ability to remain suspended in the transporting media, and ability to control or treat the transporting media.

(b) Soil/Plant/Nutrient Relationships. Determines requirements for plant nutrient based upon the requirements of the plant type, soil type, soil's chemical and physical properties as determined by testing or visual observation, and available natural nutrients.

(c) Soil/Water Relationships. Determines the static and dynamics of water in soil, performs seepage analysis, calculates soil permeability, provides design and layout including depth and spacing of drains (both surface and subsurface), relief wells, drainage wells, and surface drainage for tidal reclamation. Uses knowledge of soil types and soil water relationships to assist in wetland determinations. Performs as lead engineer and designer for wetland restoration and in the creation of new wetlands.

(d) Soil Type Identification and Mapping. Prepares maps showing distribution of soil by type, and or properties. Performs field studies, aerial photo interpretation, remote sensing and other imagery, and evaluates existing information to identify soils and their distribution.

(e) Hazardous and Toxic Waste (HTW). Provides Geotechnical support to the HTW program as follows. Performs surface and subsurface characterization of a site (see site evaluation). Locates subsurface objects using the appropriate geophysical tools. Performs soil exploration and sampling using established procedures. Evaluates the migration potential of identified

substances based upon the properties of the substance, the soil properties and groundwater conditions and the reaction of the identified substance with the soil and groundwater. Designs or evaluates systems for removal and remediation of hazardous material from the soil or groundwater. Designs or evaluates designs of earth structures to be used for long or short-term containment of HTW materials in soil or groundwater.

(4) Geology. Performs engineering geology studies of geological conditions that may affect the design, safety, effectiveness, and cost of District projects. Makes geological investigations, interprets the findings, and prepares design and/or contract documents that reflect the results of these studies. Prepares and monitors A-E contracts and purchase orders for geotechnical engineering services.

(a) Plans, supervises, and oversees surface and subsurface investigations including geologic mapping, drilling, and geophysical studies to determine the following: site geological conditions, landslide potential, foundation suitability, groundwater characteristics, soil and rock characteristics, potential sources of construction materials, geotechnical design parameters, nature and location of subsurface hazardous and toxic waste, and other needed design data.

(b) Maintains technical files and is responsible for work relating to general geologic information, earthquake data, remote sensing methods for geologic studies, construction claims regarding site materials, rock quality evaluations, and dam safety relative to rock foundations. Provides technical direction and assistance on geology-related problems during construction and operation, including installation requirements and monitoring of geotechnical instrumentation.

(c) Investigates potential sources of rock for use in construction of jetties, revetments and rock fills. Maintains quarry files containing information on rock characteristics and sources investigated or used on projects. Provides evaluations regarding suitability of proposed rock sources for specific projects.

(d) Performs engineering geology studies including hydrogeologic studies, groundwater analyses, slope/foundation stability analysis, establishment of rock design criteria and determination of expected rock loads for tunnel design. Using this information designs and develops estimated quantities for rock excavations, slope reinforcement, primary tunnel support, dewatering systems and foundation treatment.

(e) Prepares technical portions of drawings and specifications for contract work consisting of drilling, grouting, foundation treatment, geotechnical instrumentation, blasting, rock excavation, water wells, tunnels and shafts, rock bolting, shotcrete protection, excavation methods, rock sources, and other work involving construction in or with rock materials.

(f) Prepares portions of or complete design memoranda, environmental impact statements, and other reports to document and illustrate geologic conditions, excavation and foundation design, rock source evaluations, and related matters.

(g) Provides geotechnical inspection and/or coordination for Branch exploratory work. Prepares exploration scopes of work and A-E type contracts for exploration work and engineering geology studies.

(h) Performs field testing (including point load testing, downhole geophysical surveys, hydraulic pressure testing, pump testing, seismic refraction surveys, etc.) and assigns lab testing as appropriate to determine rock characteristics and design parameters.

(i) Interprets local geology and foundation characteristics for river and harbor projects. Determines quantities of rock excavation required for channel improvements and excavability of rock materials. Investigates and analyzes geologic conditions relative to underwater disposal sites, planning underwater blasting and foundations for bridge piers, jetties and other structures in a marine environment.

(j) Designs monitoring well and other instrumentation programs for evaluating hazardous and toxic waste (HTW) sites. Performs ground water modeling, if needed, for analyzing contaminant movement or other ground water parameters. Provides technical assistance regarding site characterization in developing and managing Remedial Investigation/Feasibility Study (RI/FS) and remediation phase work. Provides technical requirements for abandonment of wells according to state and Federal regulations. Helps prepare and administer A-E contracts for procurement of HTW services from qualified private firms.

f. Concrete and Dam Safety Section.

(1) Investigates and evaluates potential sources of concrete materials, including aggregates, cements, water and additive materials. Establishes testing programs for concrete related materials. Forwards selected samples and provides required testing criteria of materials to designated laboratories for testing and analysis. Consolidates and analyzes information on potential material sources and recommends sources for approval. Prepares design memoranda (including thermal and cracking analysis and other reports on concrete and aggregate investigations, aggregate sources and concrete construction reports, etc.). Prepares and monitors A-E and purchase order contracts for engineering services.

(2) Prepares technical portions of specifications covering concrete materials and mixing, placing, and curing protection and temperature control of concrete. Specifications for roller compacted concrete include construction techniques to assure a quality product.

(3) Dam Safety Assurance. Coordinates all activities necessary for compliance with the Corps' dam safety guidelines; initiates scopes of work and prepares baseline cost estimates with justifications, impacts, risk analysis, etc.; assures that all District projects are monitored by state-of-the-art instrumentation; continuously evaluates instrumentation; assures that remedial repairs are carried out and that necessary funding is available; provides ongoing dam safety training program for project personnel; and reports and documents all dam safety activities.

g. GIS, Survey and Mapping Section.

(1) Performs limited in-house field surveys for emergency and small surveys. Maintains expertise with equipment and software to perform these operations.

(2) Responsible for all District surveys such as District Boundary Monumentation Program, control surveys, structure monitoring, beach erosion, sounding ocean surf with a helicopter, construction quantity surveys, boundary and cadastral surveys, topographic and hydrographic surveys in connection with planning, design and construction.

(3) Develops specifications, guidelines, and negotiates A-E contracts for performing field surveys. Provides overall direction of supervising and monitoring performance of A-E contracts. Reviews completed surveys to insure that all field surveys meet established levels of accuracy.

(4) Develops specifications, guidelines, and negotiates A-E contracts for performing aerial photography and photogrammetry services. Provides overall direction of supervising and monitoring performance of A-E contracts. Reviews completed orthophotography, mosaics and rectified prints to assure they meet established levels of accuracy.

(5) Performs in-house plotting of all surveys of monitoring movement of civil works structures. Generates final plots using computer-aided mapping equipment.

(6) Maintains District survey files from all surveys and data from other agencies. Assists in-house, government, city, county, state and private agency users in the use of survey data.

(7) Develops geo-referenced digital land and geographic information system databases (LIS/GIS) for raster based multiple layer polygon overlays, comparison and statistical analysis, and for vector based relational database comparative analysis and associated inventory.

Plans the design and application of the geo-referenced database structure and researches the information sources for application suitability. Generates information providing statistical probabilities and correlations/relationships. Generates tabular, written and graphic output in the form of hardcopy or digital files. Responsible for applications such as regulatory wetland fill analysis and resource inventory, master plan resource analysis, proximity and site investigation, dredged material disposal siting, habitat impact analysis, and relational database development and analytical support for river channel deepening and long-term management strategies.

(8) Performs digital image processing for image enhancement, interpretation, classification, density slicing, and delineation of surface phenomena. Performs manual aerial photography/imagery interpretations following remote sensing techniques/standards for land use/cover analysis and classification using various stereoscopes. Responsible for applications such as land use/cover identification and change detection for coastal and regulatory activities, various measurements and classifications, boundary/feature delineations, and hazardous/toxic waste identification and monitoring (time analysis).

(9) Produces precision digital photogrammetric, topographic and planimetric maps; cross-sections, three-dimensional terrain models; boundary/feature delineations; and various elevation/distance measurements from aerial photography/imagery using stereoplotting instruments. Performs contour differencing to delineate surface dynamics and calculates area/volumes. Responsible for applications such as pre/post construction topographic mapping, cross-sections for monitoring excavations, property/boundary delineations and measurements, beach erosion analysis, surface modeling for volume calculations and comparisons, and numerous remote sensing applications.

(10) Prepares contract specifications and flight maps for the acquisition by acquisition contract of various types of aerial photography/imagery and other miscellaneous aerial photographically derived products. Indexes and records the aerial photography/imagery. Incorporates processed photography/imagery into a GIS/LIS database for further analysis.

(11) Produces various digital thematic and taxonomic cartographic maps and other mapping products and calculates distances/areas using computer-aided mapping equipment. Prepares materials and specifications for submission for black and white or color lithographic printing. Generates black and white or color digital map plots. Provides in-house or contract digital scanning services for all mapping activities. Produces final map products from GIS/LIS, photogrammetry, image processing, etc. Responsible for applications such as final master plan maps, the Project and Index and real estate maps that are digitally recorded into databases and the Northwestern Division map series covering the Pacific Northwest.

APPENDIX E

Equal Employment Opportunity Office

1. Office of the Chief serves as the principal staff advisor to the District Commander **for all** Equal Employment Opportunity matters. Responsible for staff supervision and coordination of the Equal Employment Opportunity programs, to include the Hispanic, Federal Women's, Black, Asian American/Pacific Islander and American Indian/Alaska Native employment programs. Coordinates development of the District's Affirmative Employment Plan and oversee complaint processing and counselor activities.
2. Complaint Processing Program: Provides complaint processing and training support on all Equal Employment Opportunity matters to Portland District USACE, HQNWD, Portland Military Entrance Processing Station (MEPS), and Portland US Army Recruiting Battalion.
 - a. Principle advisor to the Commander of Portland District, implementing/managing/supervising the District Equal Employment Opportunity and related programs.
 - b. Administers and assures local program incorporates requirements of higher authority; assists in designing and administering programs to improve utilization of minority groups and women; assures equal opportunity and treatment of all employees without regard to race, color, religion, sex, national origin, age, or physical or mental handicap.
 - c. Responsible for identifying EEO problems/issues consults with managers, supervisors, personnel staff, union officials, and other appropriate staff offices and employees to isolate causes and reasons for issues with a view to recommend courses of action/solutions **for corrective action**.
 - d. Provides counseling and technical advice to serviced employees, EEO Counselors, managers, and supervisors on all EEO matters and counseling issues.
 - e. Facilitates resolution of complaint matters through counseling and consultation or referral to appropriate subject matter specialists.
 - f. Administers the EEO complaint programs, including the selection and training, and evaluation of EEO Counselors and determines counseling assignments.
 - g. Provides technical guidance and assistance to EEO Counselors.
 - h. Maintains Department of Army system of automated complaint tracking for complaint records and statistical reports (CATS).

- i. Maintains official complaint files in accordance with prescribed regulatory requirements in AR 690-600 and MD-110.
 - j. Performs in monthly interdisciplinary Alternate Dispute Resolution (ADR) team meetings and team's collective efforts to resolve complaint, disciplinary, personnel, and grievance issues.
 - k. Assesses potential for successful mediated resolution of EEO Complaints and arranges for mediation services.
 - l. Drafts specific action items to treat causes of problems and implement corrective action, including negotiated settlement agreements.
 - m. Participates in resolution and settlement negotiations, consults with legal and personal complaint representatives, Federal Labor Counselor, management officials, and subject matter experts regarding complaint matters.
3. Affirmative Action Program.
- a. Develops, implements and analyzes the District's affirmative action plan.
 - b. Collects, compiles, and reports on statistical employment data of the District to measure progress in achieving goals.
 - c. Assesses common policies and practices in Portland District as related to the employment and advancement of minorities and women.
 - d. Reviews affirmative action plan accomplishments and identifies areas of under representation of minorities and women, and identifies employment barriers.
 - e. Advises Commander and staff of potential problem areas and recommends remedial action.
4. Special Emphasis Program Management: Responsible for Special Emphasis Program Management, providing program management, planning, guidance, and leadership for District Federal Women's Program, Individuals with Disabilities Employment Program, Black Employment Program, and Hispanic Employment Program, Asian American/Pacific Islander Employment Program, and the American Indian/Alaskan Native Employment Program.

5. Staff Support/Training: Provides staff briefings, participates in EEO training for serviced employees, provides technical support and advice to managers and supervisors concerning their EEO and affirmative action program responsibilities.
6. Advises the District Commander, Deputy District Commander, managers, supervisors, employees, and union officials. Provides liaison with local community leaders, HQUSACE personnel, Army-wide EEO personnel, and employees and representatives of other Federal agencies. Contacts are extended to complainant representatives, officials and representatives of educational institutions, Department of Justice attorneys, and EEOC Administrative Law Judges and other officials.
7. The Chief serves as the district Career Program Manager for Equal Employment Opportunity (**Carrier Program 28**) in accordance with AR 690-950.
8. Provides technical advice to the commander, staff, managers, and supervisors on EEO TAPES objectives.

APPENDIX F

Hydroelectric Design Center

1. Office of the Director. In accordance with ER 1110-2-109, Engineering and Design, Hydroelectric Design Center:

a. Maintains, within the Corps, the capability and proficiency required for the planning, engineering, design, and criteria development for all existing and new hydroelectric power plants and large pumping plants.

b. Provides engineering services to all USACE commands as the designated COE Mandatory Center of Expertise (MCX) for hydroelectric power and large pumping plant design.

c. Receives general and technical oversight from CECW-E and administrative support from Portland District Commander.

2. Atlantic, Central and Pacific Branches.

a. Prepares electrical, mechanical, and structural portions of reconnaissance reports and other pre-authorization studies; studies for uprating, rehabilitation, or replacement of equipment or systems and input for preliminary cost estimates.

b. Performs electrical, mechanical, and structural design for pumping stations and powerhouses including switchyards, related facilities, all hydraulic transient studies for water passages of hydroelectric and pumping facilities, substructure, superstructure, and equipment support.

c. Performs independent technical reviews of all HDC products including shop drawings.

d. Provides technical assistance to the Contracting Officer's Representative (COR) during contract period and at all shop and field tests, including model tests.

e. Reviews structural and mechanical features of non-Federal hydropower at Corps projects that could affect the project integrity and safety.

f. Conducts failure analysis for major power plant equipment.

g. Prepares contract plans and technical specifications.

h. Turbine Testing Unit. Conducts turbine performance testing.

3. Technical Services Branch.

- a. Assists and advises the Director of HDC on financial management, staffing, and resource use making sure all HDC activities are fully coordinated and resources are fully utilized.
- b. Provides engineering and administrative support, budget preparation and analysis, and acquires private-sector contract resources.
- c. Finalizes specifications packages.
- d. Collects data, prepares, coordinates, and ensures consistency of information for internal and upward reporting i.e., FORCON, etc.

APPENDIX G

Information Management Office

1. Office of the Chief. Supports the disciplines of automation, telecommunications, visual information, records management, publications, forms, printing and libraries. Supports the District Information Management Office (IM) responsibilities as set forth by AR 25-1 and other related regulations and publications. Responsible for total operations support to the Portland District in all IM and Information Technology (IT) requirements.

- a. Implements standards and policy related to the Information Mission Area (IMA) in accordance with applicable regulations and laws.
- b. Provides oversight/program management, execution, and quality control.
- c. Responsible for development and implementation of the NWP IM/IT strategic direction and Information Architectures.
- d. Responsible for IMA functions as set forth in AR 25-1 and other related publications.
- e. Advises Command Management on all IM/IT functions.
- f. Manages IM/IT Career Program for District employees.
- g. Performs IM/IT manpower management for the District.
- h. Oversees preparation of and submits IM/IT organization operating budgets. Oversees and monitors expenditure of funds within approved budget. Manages the IM PRIP program.

2. Requirements and Planning Branch. Provides support to District for assigned IM/IT command and control, quality assurance, and program management requirements.

- a. Responsible for the formulation of strategic direction, studies, plans, policies, and procedures within the framework of general policies by higher authorities for IM/IT activities.
- b. Prepares the IM/IT Modernization Plan.
- c. Updates the NWP Business Plan.
- d. Formulates policy and provides guidance related to the IT Acquisition Program. Executes IT technical approval processes.

- e. Coordinates the requirements for IT hardware, software, and communications equipment. Monitors the execution of the equipment acquisition and provides report to management on a quarterly basis.
- f. Administers the Information Technology Investment Portfolio System (ITIPS).
- g. Coordinates the input on the IT Command Management Review (CMR) Performance Indicators and prepares quarterly report.
- h. Conducts planning and partnering sessions with each functional proponent on IM/IT related activities.
- i. Develops and maintains the District's IM/IT Continuity of Operations Plan (COOP).
- j. Manages the Information Assurance program, provides Information System Security Oversight (ISSO), issues passwords (UPASS), oversees Information Assurance Vulnerability Assessment (IAVA) Compliances, Information Security and Awareness Program (INFOSEC), develops and maintains the Defense Information Technology Security Certification and Accreditation program (DITSCAP), and issuance and control of CEFMS electronic signature cards.
- k. Develops and maintains Management Information Control Office (MICO) and Internal Control Programs.
- l. Manages the designated subprograms under the Records Management Program consisting of the Army Records Keeping Management System, correspondence, office symbols, Privacy Act Program, Reports Control, Vital Records, and emergency files. Coordinates with the Office of Counsel on the Freedom of Information Act Program.
- m. Provides mail and messenger services.
- n. Manages the District Publications Program of publication review, coordination, formulating, distribution, and placement on the LAN and Intra/Internet as appropriate. Orders and distributes higher headquarters directives to include other agencies publications and private engineering firms. Manages distribution lists of local and higher headquarters publications.
- o. Manages the District Forms Program including the control and design and production of forms and placement on the LAN and the Intra/Internet as appropriate.

p. Visual Information Unit.

(1) Responsible for the production and services of graphic design illustration, publications displays, presentations, and audio-visual products for District customers through the use of in-house resources, Defense Automated Printing Service (DAPS) facilities, the Government Printing Office (GPO), and commercial sources in accordance with AR 25-30, joint command publication, and GPO regulations.

(2) Responsible for visual information management and graphics coordination. This includes reviewing, advising, and administering compliance with visual and graphics standards set by HQUSACE.

(3) Responsible for the management of copiers leasing, cost per copy, procurement, disposal, toner, cost, usage, and reporting.

(4) Responsible for technical reviews of all video, photo and related equipment purchased and their use.

(5) Produces products such as periodicals, nonrecurring publications, posters, reports, and other materials including photography, illustrations, maps, digital images, and diagrams.

(6) Produces products through electronic transmission (LAN, intranet, and internet), pre-press publication, design/layout presentation, visual design/imaging, forms design and other related items.

(7) Manages all printing and duplicating services and acts as liaison between the Corps and DAPS.

q. Library Unit.

(1) Responsible for the operation and maintenance of the technical library.

(2) Acquires, organizes, retrieves, and disseminates information in various formats in support of all mission requirements.

(3) Provides on-line and CD-ROM database literature searching and searching on the internet, prepares bibliographies, provides interlibrary loan service, copies of journal articles and documents from a variety of sources.

(4) Catalogs and provides access to publications purchased by the District.

(5) Controls property accounting and circulation of library materials.

3. Customer and Infrastructure Support Branch.

a. Manages the Customer Support Center, Help Desk, the Hardware/Software facility, telecommunications infrastructure, and telecommunications contracts.

b. Serves as the IM customer relations liaison for NWP and NWD Portland Staff.

c. Provides customers with a full spectrum of automation technology/information technology (AT/IT) support services. These services span the areas of helpdesk, hardware, repair parts, software, network (Local Area Network [LAN], MAN, Wide Area Network [WAN]), Information security, bulk purchases, standards, procurement specifications/assistance, education and orientation, Automated Information System (AIS) support, project implementation, phone/pagers/radio/ISDN Telecom, email, office moves, technical analysis and consultation, audio and video teleconferencing support, planning support and research and development.

d. Provides customer assistance necessary for users to improve their productivity with standard base level office automation products.

e. Provides on-call assistance for support of critical elements of hardware/software on the LAN, email and critical water management systems.

f. Assists the Civilian Personnel Advisory Center (CPAC) in establishment of IM/IT training classes.

g. Provides Help Desk service through advice, assistance and instruction for IT areas (of hardware/software for office automation, communications, and electronic mail). Refers customers to subject matter experts when appropriate.

h. Provides IT support through in-house and contract resources.

i. Responsible for Contracting Officer Technical Representative (COTR) duties for General Services Administration (GSA) facility services contracts and any IM/IT support as appropriate.

- j. Responsible for all communication functions, including voice, data, teleconferencing, video teleconferencing, radio frequencies, systems, consulting service, installation and trouble resolution and training as required. Coordinates, integrates and approves all telecommunication requirements.
- k. Develops policy and provides guidance relating to the acquisition and use of communication systems and equipment.
- l. Provides telephone support, billing, long-distance services and other related issues.
- m. Through various Memorandum of Agreements (MOA) provide support, and advise to customers such as, but not limited to: Custom House HQNWD, National Recreation and Reservation Service (NRRS), Forest Service/Corps wide offices, ACASS/CCASS Contracting Office, NWP, and base level support to the Northwestern Division HQ's office located in Portland.
- n. Performs systems analysis, design and development using both in-house and contractual services for programs for local customers (scientific, engineering, and management system applications).
- o. Provides end user support for the various Corps wide AISs, such as Corps of Engineers Financial Management System (CEFMS), PROMIS, FEMS, P2, etc.
- p. Ensures software integration of information systems and applications.
- q. Provides and assists in Web development, maintenance and implementation of web applications/pages, and provides guidance on Corps Web policies and standards.
- r. Provides database administration support.
- s. Develops and supports Web-based applications and Web pages.

APPENDIX H

Internal Review Office

1. Internal Review.

- a. Performs internal reviews and issues reports of known or suspected problem areas concerning financial effects; compliance with laws, regulations and policies; economy and efficiency of operations; and program results to include related internal controls.
- b. Performs follow-up reviews of internal and external audits within the required time frames to determine the extent and effectiveness of corrective actions.
- c. Prepares and obtains Commander approval of the annual audit program and semi-annual updates for transmittal through CENWD-IR to HQUSACE.
- d. Obtains necessary information to prepare required semi-annual performance reports and various unscheduled reports.
- e. Assures locally developed automated systems: are adequately documented; contain sufficient internal controls; provide an audit trail; carry out management policies; conform to legal requirements; and operate efficiently and economically.
- f. Provides audit assistance to the Commander on cases of fraud, waste and abuse.
- g. Provides the command with troubleshooting assistance. Troubleshooting is defined as quick reaction audits, based on a management request, which are normally unprogrammed and are geared to prevent serious problems from developing.
- h. Chief is responsible for the Internal Review Office Quality System Management.
- i. Provides Internal Review support of emergency operations recovery activities to ensure that resources are adequately protected.

2. Audit Compliance.

- a. Provides liaison and coordination with auditors from the General Accounting Office, Department of Defense, the Army, and other external audit groups.
- b. Advises the Commander and staff concerning probable or possible material weaknesses for external audit issues in advance for inclusion in the Federal Managers Financial Integrity Act Annual Assurance Statement.

c. Conducts annual Chief Financial Officer Act validations in accordance with directives from HQUSACE.

d. Provides advice and coordinates the Chief Financial Officer (CFO) audit corrective action process.

3. Internal Controls.

a. Provides the District with professional consulting advice, concerning internal control issues and performs compliance testing for locally performed vulnerability assessments. Reports results to the District Management Control Program Administrator.

b. Advises the District Management Control Program Administrator concerning probable or possible material weaknesses for inclusion in the Federal Managers' Financial Integrity Act Annual Assurance Statement.

APPENDIX I

Logistics Management Office

1. Office of the Chief.

- a. Plans, coordinates, and manages the logistics program areas, including supply, facilities, transportation and maintenance, for NWP and HQNWD. Establishes program objectives and performance goals and evaluates progress toward their achievement. Performs staff work in planning and coordinating required funds, personnel, material, facilities, and service required to support the logistics management office's mission.
- b. Reviews and interprets administrative directives received from DOD, DA, USACE, and HQNWD and formulates policies, develops procedures and initiates directives providing instructions and guidance to NWP/HQNWD.
- c. Participates in development of logistics interservice/intraservice support agreements, contracts, memorandums of agreement and letters of intent that apply to logistics support functions.
- d. Establishes and directs District Command Supply Discipline program.
- e. Responsible for Logistics Management Office's Quality System Management.
- f. Manages Logistics Internal Control Program.
- g. Responsible for developing and managing performance measurements for all logistics program areas.
- h. Provides staff guidance and assistance to NWP/HQNWD organizational elements in each of the primary logistical functions.
- i. Serves as the district liaison with Northwest Division, HQUSACE and outside agencies regarding logistical matters.
- j. Coordinates the Logistics Management portion of the Emergency Readiness Program.
- k. Manages NWP's logistics career program.

2. Logistics Operations Branch. The operations branch consists of the following logistics program areas: Supply, Transportation, Maintenance and Facilities Management.

a. Supply Management. Develops uniform policy and procedures for supply management activities. Reviews reports of command inspections, audits, and internal reviews, and takes corrective action necessary to eliminate deficiencies. Maintains the NWP property book, schedules annual inventories and provides technical assistance. Reviews and processes all Reports of Survey for NWP, insuring appropriate action as determined by approving authority. Performs as Government Furnished Property Administrator. Coordinates Command Supply Discipline Program (CSDP) for NWP.

b. Transportation Management. Develops and implements policies and procedures in the area of travel and aviation management. Authenticates travel orders, provides technical advice on regulatory requirements, travel restrictions or entitlements and responds to inquiries for information. Acquires commercial or military transportation services, including charters. Coordinates foreign travel requests, foreign travel plans, country clearances and passport/visa requirements. Coordinates with the contract travel agency. Arranges for the transportation services for movement of freight by commercial or military carrier.

c. Maintenance Management. Develops and implements policies and procedures in the area of maintenance management. Oversees the NWP maintenance and equipment utilization program ensuring a valid NWP maintenance plan and effective equipment utilization. Performs annual inspections and provides reports/recommendations. Reviews purchase requests for heavy equipment and coordinates purchase through the Heavy Equipment Procurement Program (HEPP).

d. Facilities Management. Coordinates all requests for building alterations, moves, maintenance and janitorial services for GSA owned/leased space occupied by NWP/HQNWD. Performs regular inspections of facilities and reports corrective action on deficiencies. Maintains Occupant Emergency Plan (OEP) for the District Office building, schedules fire drills and serves as OEP Emergency Coordinator. Performs as space manager for NWP.

e. Stock Control Section. Maintains stock record account for the Logistics Management Warehouse facility. Receives and issues stock and non-stock. Performs required inventories, location surveys, stock record adjustments in accordance with HQUSACE policies. Responsible for the redistribution and disposal of NWP/HQNWD excess personal property. Processes all property for proper disposal through General Services Administration, Defense Automation Resources Management Program and/or the Defense Reutilization and Marketing Office. Performs support services to include conference room set up and small furniture moves.

APPENDIX J

Native American Coordinator Office

1. Serves as the staff advisor to the District Commander for Native American Tribal issues, ensuring the NWP recognizes Tribal sovereignty, and acknowledges the District's trust responsibilities and effects compliance with Federal laws relative to all decisions or actions which may have the potential to affect Tribal status and rights.
2. Ensures that all managers are apprised of the current status of Tribal presence and concerns.
3. Facilitates the negotiation and discussions of common concerns and matters with Tribal representatives in effort to obtain Tribal support and avoid Tribal opposition and litigation.
4. Maintains liaison with Federally recognized Tribal governments, as well as state, Federal private organizations and non-Federally recognized Tribal entities.
5. Provides advice to NWP offices regarding implementation with PGL 57 and NWDR 5-1-1 for U.S. Army Corps Tribal Policy Principles.
6. Serves as detail to NWD as staff advisor to Division Commander for Native American Tribal issues, ensuring that NWD recognize Tribal sovereignty, and acknowledges its trust responsibilities and effects compliance with Federal laws relative to all decisions or action which may have the potential to affect Tribal status and rights.
7. Maintains liaison with NWK, NWO, NWP, NWS and NWW, other NWD offices, and HQ, to ensure consistency of implementation of the NWD Native American Policy, and any actions taken toward this effort.
8. Maintains liaison with other Federal agency, state and regional organizations that have Native American coordination functions.
9. Provides awareness and training support to all elements in NWD on Tribal status, history, issues and concerns, and provides advice on interaction objectives.

APPENDIX K

Office of Counsel

1. Renders advice and assistance to the District Commander and all organizations of the District on all legal matters. Exercises staff supervision over all legal matters for all elements of the District.
2. Furnishes legal advice to the District Commander, and his technical and support staff on all legal and contractual matters affecting the conduct of the District. Takes necessary actions to resolve all contract claims and disputes of the Contracting Officer. Assembles and prepares the appeal record, and acts as the Government Trial Attorney charged with the defense of the Government's position on claims and appeals heard by the Armed Services Board of Contract Appeals and Federal Courts.
3. Reviews and assists in the preparation of all nonstandard contract clauses. As District Procurement Fraud Advisor, takes action to coordinate and monitor remedies for significant cases of fraud in District Acquisitions. Reviews, prior to release, all local cooperation agreements, contracts and modifications thereto issued under the requirements of Federal law and regulation.
4. Processes disputes with Department of Labor arising out of contract wage determinations. Carries out labor policy directives and programs issued by higher authority including enforcement of contract labor standards, and implements or recommends policies and procedures related thereto.
5. Acts as District Claims Officer, representing the District Commander in investigating, analyzing, and deciding on the merits of noncontractual claims. Supervises performance of investigations. Assists the United States Attorney in marshalling evidence, interviewing potential witnesses and assembling data as required for trial. Acts as trial counsel for selected cases in Federal court, and before all Administrative Hearing Boards.
6. Renders legal advice on matters involving the application and state/Federal judicial interpretation of environmental laws. Reviews environmental impact statements, **Endangered Species Act consultation, and Coastal Zone Management Act Consistency Determinations for legal sufficiency under federal law and USACE Environmental Operating Principles.** Reviews and recommends action on bills for private relief before Congress and for extraordinary relief provided by Acts of Congress.
7. Represents the District legal interests in matters of civil litigation before Federal courts. Directs legal support and assistance to the U.S. Department of Justice in all matters before the courts by preparing all necessary legal memoranda, marshalling all evidence, reviewing the

proposed testimony of all witnesses, both factual and expert, and otherwise preparing, evaluating, and implementing all legal strategies in defense of the Government's legal position. Serves as Special Assistant U.S. Attorney to bring violations of the District regulatory program and recreation management cases before the District Court.

8. Provides legal services and support to real estate activities including, but not limited to, closings, eminent domain proceedings, compensable interest statements, determination of the legal sufficiency of title, and relocation assistance under PL 91-646.

9. Responsible for the preparation, negotiation, and coordination for approval of Project Cooperation Agreements (PCA) with Programs and Project Management Division. Provides legal services on the review of non-federal sponsor right of way acquisitions and capability for cost sharing contributions.

10. Serves as Federal Labor Counselor in the District, providing legal advice and assistance to management personnel on matters involving the conduct of personnel management relationships, including matters arising under union bargaining agreements. Represents the District in all formal administrative proceedings before investigative boards or Administrative Hearing Boards on personnel matters, or Federal Arbitrators.

11. Advises applicants for government patents; reviews government patent applications; is responsible for protection of the Government's interest; prepares correspondence on transmittals between inventor and JAG.

12. Acts as the Ethics Counselor, advising the District Commander and staff on the legal requirements of the Standards of Conduct for all Army personnel and renders opinions on law and facts submitted in this area of law.

13. Acts as the District Freedom of Information Act Officer for the implementation of 5 U.S.C. 522 and AR 25-55.

14. The District Counsel is responsible for the Quality Management Plan for Legal Services in the District.

APPENDIX L

Operations Division

1. Office of the Chief.

a. Provides management and oversight of the entire District operations and maintenance activities including all completed Corps multiple purpose projects in the District; the revolving fund-owned floating and land plant; channel and harbor projects; and emergency response activities.

b. Manages the physical and fiscal execution of the Operation and Maintenance Program **and Infrastructure Improvement Program** (including work funded directly by other agencies), Regulatory Program and Emergency Management functions. Responsible for scheduling work to be performed in accordance with approved funding levels and for oversight of the budget development process for future years.

c. Coordinates with Northwestern Division (NWD) on the scheduling of the Portland District hopper dredge work at projects in other districts and generation of electric power furnished to users.

d. Maintains liaison with region-wide navigation interests on all matters affecting the use of navigation channels and lock facilities.

e. Participates and provides leadership with NWD, other districts and Bonneville Power Administration in the Joint Operating Committee activities for the management of the Pacific Northwest federal hydropower system.

f. Supervises emergency response activities, including natural disaster and military mobilization planning, flood fighting, rescue work and liaison with local interest and authorized disaster operations.

g. Serves as Deputy Career Program Manager for Engineers and Scientists career fields in accordance with AR 690-950.

h. Provides management of completed fisheries facilities at operating projects. Responsible for monitoring and evaluating performance of fish facilities including studies in coordination with the Engineering and Construction Division to ensure effective fish passage. Oversees the review of hatchery production and management procedures at Corps-financed hatcheries.

i. Responsible for the Operations Division's Quality System Management.

j. Administrative Support.

- (1) Provides staff assistance to the Chief on all administrative matters.
- (2) Manages manpower requirements, allocations and utilization and makes adjustments in allocations.
- (3) Provides regulatory guidance, assistance and advice to all Division supervisors on administrative matters covering manpower training, travel, permanent change of station, incentive awards, overtime, time and attendance, TAPES, and safety reporting.
- (4) Provides miscellaneous office management assistance.
- (5) Provides and coordinates for graphics and materials needed for presentations, hosted meetings and conferences.

2. Regulatory Branch.

a. Branch Level Function.

- (1) Serves as the Regulatory Program Manager and primary advisor to the District Commander regarding regulatory issues within the District.
- (2) Directs, supervises and coordinates the activities of the Branch.
- (3) Performs administrative and technical control over Branch activities.
- (4) Coordinates policies and procedures relating to the Regulatory Program.
- (5) Maintains liaison with Federal, state and local agencies and the public in general on Branch activities.
- (6) Prepares budgets and monitors expenditures for the District Regulatory Program.

b. Permits Sections – Eugene and Portland.

- (1) Ensures that the regulatory program is directed toward improving and enhancing the physical, biological and chemical integrity of the nation's water resources and that regulated activities in these waters are in the best interest of the people, considering environmental, social and economic concerns.

(2) Accepts Department of the Army permit applications in accordance with 33 CFR, parts 320-330. Solicits comments from other Federal agencies, state agencies and the general public on permit applications. Reviews and evaluates all comments received from other agencies and the public and makes all decisions regarding the permit application, including whether to issue a permit and determine which conditions recommended by other agencies to require as permit conditions.

(3) Performs wetland delineations or analyzes delineations performed by permit applicants. Evaluates functions and values of waters of the United States. Performs jurisdictional determinations.

(4) Determines need for **Environmental Impact Statements** (EIS) and public hearings on permit applications. Conducts public hearings and assists with managing the preparation of the EIS by the applicant. Reviews and determines adequacy, and adopts EIS prepared by applicants. Reviews and determines adequacy of EIS prepared by other agencies where the EIS covers Corps regulated activities; adopts such EIS or assists with managing the preparation of a supplement covering the regulated activities.

(5) Verifies whether projects are in compliance with the terms and conditions of nationwide permits issued by HQUSACE.

(6) Determines the geographic extent of jurisdiction for various regulatory authorities under which the Corps of Engineers has regulatory authority and communicates these limits to the applicant. Counsels potential applicants concerning permitting procedures and requirements.

(7) Determines the extent of the Nation's navigable waters.

(8) Administers the electronic data management system for permit program control.

(9) Provides support for developing and administering general permits, implementing directives from higher headquarters, contracting for work which assists the implementation of the Regulatory Program, and preparing budgets and controlling expenditures for the District Regulatory Program.

c. Policy and Compliance Section.

(1) Enforces permit conditions that have been included in all Department of the Army permits. Conducts surveillance for unauthorized activities. Investigates potentially unauthorized activities under the statutory authorities of the Corps' Regulatory Program. Where possible and appropriate, resolves violations of applicable statutes in the field by negotiating solutions with the involved parties.

(2) Develops and administers general permits or abbreviated permit processing procedures for a category or categories of activities when those activities are similar in nature and cause only minimal individual and cumulative environmental impacts, or in order to avoid unnecessary duplication of regulatory control by another Federal, state, or local agency provided the environmental consequences of the action are individually and cumulatively minimal.

(3) Initiates actions to implement directives from higher headquarters and/or directed towards the effective, efficient and consistent application of the regulatory program such as developing more efficient tools and procedures to ensure compliance of permitted activities with the Endangered Species Act.

(4) Contract for work, which is in excess of that which could be completed with in-house labor.

(5) Reviews wetland delineations validated or performed by Permit Section. Supports Division Office with wetland delineation appeal actions.

(6) Provides support, as needed, for permit evaluation activities. Manages the preparation of EIS(s) by permit applicants and assists with verifying compliance with permit terms and conditions determining the geographic extent of regulatory jurisdiction.

(7) Conducts investigations of complex or controversial activities, which are unauthorized under Department of the Army regulatory authorities. Where necessary, develops litigation reports for referral of cases to the Department of Justice or prepares the case for referral to EPA. When requested, provides expert witnesses to testify in Federal Court.

(8) Reviews applications for the establishment of foreign trade zones in or adjacent to U.S. port of entry under terms of a grant and regulations prescribed by the Foreign Trade Zones Board.

(9) Prepares administrative Penalty Orders, when appropriate, for the District Commander.

3. Emergency Management Branch.

a. Branch Functions.

(1) Manages District fiscal, human and physical resources used to prepare for, respond to, and recover from natural disasters.

(2) Advises the Commander and staff about HQUSACE policies, responsibilities, and accountabilities dealing with emergency response authorities.

(3) Consults with the Commander on the execution and extent of response to emergency events. When necessary, directs District Emergency Operations Center activities during an emergency.

(4) Directs development of District emergency preparedness exercises and manages corrective actions.

(5) Serves as primary point of contact with government and public customers on emergency preparedness and response matters. Represents the District Commander when necessary.

(6) Develops and implements procedures to insure operational readiness and emergency **coordination with** the District Emergency Operations Center.

b. Natural Disaster Program.

(1) Manages the District's inspection of Federal and non-Federal flood protection program. Determines eligibility for HQUSACE rehabilitation assistance under PL 84-99.

(2) Directs emergency field activities authorized under PL 84-99, and PL 93-288. This includes preparedness response and recovery activities for presidentially declared disasters authorized by the Federal Response Plan (PL 93-288).

(3) Develops and administers Natural Disaster exercises and training.

(4) Exercises fiscal control of the Willamette River Bank Protection Program. Engineering and Construction Division performs the inspections and prepares the maintenance contracts. Real Estate Division performs the utilization surveys.

(5) Acquires and provides for the maintenance and storage of District natural disaster response supplies.

(6) Represents the District Commander with government and public customers for natural disaster matters.

(7) Manages and trains **District** Debris Planning and Response **Team (PRT)**.

(8) **Manages** NWP's **team**, operation and maintenance of one of USACE's Rapid Response Vehicle.

(9) **Provides an emergency support function Team Leader.**

c. Catastrophic Disaster Preparedness Program (CDPP).

(1) **Develops and manages District Continuity of Operations Program.**

(2) **Manages District Emergency Communication Program.**

(3) **Manages Catastrophic Disaster Preparedness Program (CDPP), especially as a victim District.**

d. **Forward Field Engineering Program (FFE).**

(1) **Manages FFE Program for District.**

(2) **Deploys personnel for Portland District and Northwestern (NWD) Division FFE missions.**

4. Operations Support Branch.

a. Office of the Chief.

(1) Branch Level Functions: Responsible for overseeing the technical, natural resource, environmental compliance, and emergency planning.

(2) As Assistant Chief, Operations Division serves as Acting Chief in the absence of the Chief.

(3) Coordinates and formulates the Operations and Maintenance (O&M) and FC&CE budget submission for the chiefs of Operations Division, Operations Support Branch and the Emergency Management Branch.

(4) Responsible for managing, monitoring and analyzing the execution of assigned portion of the annual O&M Budget and Operating Budget. Provides assistance on the Regulatory and FC&CE portions of the budgets.

(5) Prepares and assembles the assigned portions of the Operating Budget including overtime, training, and travel budgets.

(6) Processes and monitors requisitions and purchase orders for assigned offices of the Operations Division, reviews for accuracy and format and prepares payment vouchers as required.

(7) Prepares budgets supporting fish hatchery operations and arranges for and reviews hatchery capital improvements through the **Contracting Officer Representative (COR)**.

b. Technical Section.

(1) Oversees and provides district representation, Program and Project Management of the Federal Columbia River Power System, 2406 Program.

(2) Plans, reviews, advises, and approves all diving operations in the Portland District.

(3) Provides technical assistance on electrical, mechanical, civil, hydraulic and structural matters and provides technical investigations on all major equipment or operating failures.

(4) Devises methods and procedures to standardize all aspects of operation and maintenance activities and provides guidance to ensure consistency in equipment functions and repair procedures. Conducts continuing studies toward improvement of operation and maintenance of projects.

(5) Makes observations and analyzes data from instruments installed for investigation of structural behavior of concrete dams. Assists Engineering and Construction Division in performance of periodic inspections and evaluation of structures in service.

(6) Furnishes technical information and assistance on operating projects as required in connection with preparing preliminary documents for maintenance and construction contracts and modifications thereto.

(7) Coordinates load testing of lifting devices, governor tests, and vibration tests of operating equipment at all dams in the District.

(8) Coordinates all navigation lock repairs to minimize impact on power system, fish passage and navigation traffic. Distributes notices to navigation interests concerning navigation lock activities and reservoir pool levels, and coordinates locks outages with other districts and users.

(9) Performs biddability, constructability, operability, and environmental (BCOE) reviews of contract drawings and specifications prepared by the Engineering and Construction Division for dams, reservoirs and locks.

(10) Performs power factor (Doble) tests on transformers, circuit breakers, lightning arresters and insulators.

(11) Performs corona, partial discharge, and slot discharge and analysis on generators and inspects generator windings.

(12) Conducts, monitors and evaluates the turbine, governor, power system stabilizer, and voltage regulator test programs at each project.

(13) Furnishes technical assistance and advice concerning tests performed by project personnel and reviews the results, effectiveness, and frequency of such tests, recommending changes in such test frequencies and procedures when so determined.

(14) Performs **Repair, Evaluation, Maintenance and Rehabilitation Program (REMR) maintenance** and other tests on power station equipment as requested by higher **management** authority.

(15) Determines and recommends operating constraints on major equipment based upon analysis of all testing conducted on the equipment.

(16) Works with higher authority, Hydroelectric Design Center (HDC), and manufacturers in development of new tests to diagnose condition of major equipment.

(17) Prepares contracts and any necessary amendments and modifications for emergency work and other non-emergency work not handled by other offices.

(18) Prepares scopes of work, schedules, and negotiates funding required and prepares official transmittals of such data to other offices and agencies to perform the specified work.

c. Natural Resource Management Section.

(1) Section Level Functions

(a) Organizes, directs, and administers the Natural Resources Management (NRM) Program for the District to assure that all District project natural resources are managed to satisfy sound resource use objectives consistent with the District's Mission. Coordinates

program with other Federal, state and local agencies to assure NRM programs are compatible with regional and local goals and objectives. Serves as Contracting Officer's Representative for fire protection of government-owned forested lands.

(b) Reviews and makes recommendations on all real estate actions concerned with the availability and utilization of District operating project lands. In coordination with the Real Estate Division, determines the need for properly and adequately monumented and maintained boundaries of the District's operating projects to avoid encroachment onto government lands and waters.

(c) Administers the expenditures of Special Recreation User Fees (SRUF) for management and/or maintenance of recreation facilities at the District's operating projects. Administers the challenge cost share program. Reviews and makes recommendations on other NRM programs requiring Operations and Maintenance including cost sharing development, Construction General, and General Investigations funds for planning, engineering, and managing District operating projects natural resources.

(d) Participates in the preparation and review of Cost Sharing Agreements, Challenge Cost Sharing Donations, ER and updates, construction contracts, service contracts, and other applicable documents to assure compliance with the objectives of the NRM program.

(e) Provides input for Environmental Impact Statements, Design Memoranda (operability review), **Master Plan** and other studies relating to management of District project natural resources.

(f) Implements the Visitor Assistance Program. Is responsible for the accountability of official badges and delegation of citation authority in accordance with the rules and regulations (Title 36 CFR) governing public use of project natural resources.

(g) Serves as District Chair on the District Visitor Center Committee, provides guidance to and coordinates with the Public Affairs Office and the operating projects for evaluating the effectiveness of public communications program at operating projects including interpretive, informational, educational and public involvement activities.

(h) Administers the Natural Resources Research Program (NRRP) for the District through budgeting, funding, coordinating, and reviewing program proposals and studies, and representing the District at the annual national NRRP review conference.

(i) Administers the District's Aquatic Plant Management Program through budgeting funds, performing studies and conducting investigations to develop monitoring and controlling techniques.

(j) Manages and approves the District program for application of pesticides at operating projects, including those lands outgranted for operation and maintenance by others, and prepares the annual District pesticide report.

(k) Provides input on the development of the District's wetlands and fish and wildlife management goals on operating projects. Responsible for the operational management plans to obtain these goals.

(l) Monitors the conservation of state and Federal rare and endangered species on project lands and waters.

(m) Conducts special studies, prepares reports, and makes recommendations on matters such as personnel needs, alternative uses of project resources and contracting for services to improve management efficiency.

(n) Program Manager for all Lewis and Clark Commemorative events.

(o) Collects, compiles, and dispenses data relative to fish passage on the Columbia and Snake River multipurpose water resource projects, including those projects owned and operated by other agencies.

(p) Serves as District Uniform Coordinator for the procurement of NRM uniforms and Motorboat License Program Administrator.

(q) Provides technical guidance to Chief, Operations Division, and Operations Managers on the operation and maintenance of project facilities and lands which impact fish and wildlife resources and the North American Waterfowl Management Plan.

(r) Coordinates operations and maintenance activities at operating projects which may impact fish and wildlife resources with all necessary entities.

(s) Provides technical input to all District elements on design, design review, and construction of fish and wildlife structures or facilities which may impact fish and wildlife resources at operating projects.

(t) Provides fish and wildlife technical guidance to the Operations Managers for the development of Operational Management Plans.

(u) Coordinates and monitors the accessibility for the disabled at O&M project facilities and lands.

(v) Coordinates and implements the Corps' Sign Program within the District headquarters office as well as at the operating project offices.

(w) Coordinates and implements the Water Safety Program within the District.

(x) Compiles and reports public use data for all operating projects within the District. Reports data for the District Commander's quarterly report, the annual HQUSACE **Operations and Maintenance Business Information Link (OMBIL) report**, and the annual O&M budget submission.

(y) Program Manager for cultural resources and archaeological collections management for artifacts removed from operational projects (ER 1130-2-540).

(z) Program Manager and District point of contact for the Native American Graves Protection and Repatriation Act (NAGPRA) **and Archeological Resource Restoration Act (ARPA)**.

(2) Fisheries Field Unit.

(a) Provides input to Operations Division on the development of the District wetlands and fish and wildlife management goals on operating projects. Responsible for the operational management plans to obtain these goals.

(b) Conducts special studies, prepares reports, and makes recommendations on matters such as personnel needs, alternative uses of project resources and contracting for services to improve management efficiency.

(c) Evaluates and monitors project fish facilities and fish condition in coordination with other District elements to ensure effective fish passage. Develops necessary techniques and equipment to perform this work.

(d) Provides technical guidance to project managers on the operation and maintenance of project facilities and lands which impact fish and wildlife resources and the North American Waterfowl Management Plan.

(e) Provides technical input to all District elements on design, design review, and construction of fish and wildlife structures or facilities which may impact fish and wildlife resources at operating projects.

(f) Compiles and reports fish passage data at the District's projects on the Columbia River.

(3) Environmental Compliance. Responsible for the management (coordination and implementation) and accomplishment of the objectives of the District Environmental Review Guide for Operations (ERGO) program. Serves as liaison for various District elements that have specific program responsibilities to assure compliance with the overall program objectives. As Environmental Compliance Coordinator (ECC), serves as liaison for various District elements which have specific program responsibilities to assure compliance with the overall program objectives.

5. Project Offices.

a. Bonneville Dam Project.

(1) Operations Manager.

(a) Supervises, directs and coordinates all O&M activities using hired labor, service contracts and purchase orders for routine activities. Construction contracts with significant on-site construction activity may be included as coordinated and approved by the Engineering and Construction Division Chief.

(b) Coordinates operating activities with the Bonneville Power Administration, Federal Energy Regulatory Commission, Bureau of Reclamation, fishery agencies and the Northwest Power Pool.

(c) Maintains liaison with state, county, and local civic groups and appropriate Federal and state agencies as well as international government representatives on matters pertinent to the operation of the Project.

(d) Coordinates the Safety and Security programs for the Project.

(2) Administration Section.

(a) Provides staff assistance to the Operations Manager on administrative matters.

(b) Compiles, submits and continuously appraises project level budgetary and fund data for Bonneville Lock and Dam, Willamette Falls Locks and the Sediment Retention Structure.

(c) Performs administrative work for the project including maintenance of files, receipt and distribution of mail, reproduction, cost analysis and records, personnel actions, property receipt, warehouse storage and issue, requisitioning and purchasing of supplies and

equipment, accounting, preparation of reports, timekeeping and correspondence pertaining to the activities of Bonneville Lock and Dam, Willamette Falls Locks and the Sediment Retention Structure.

(3) Natural Resource Management Section.

(a) Provides management and administration of the natural and developed areas of the Project except for specific dam-related structures and outgranted areas.

(b) Implements and administers effective service contracts for grounds maintenance, janitorial services, and refuse collection. Implements portions of Environmental Resource Guide for Operations (ERGO) program which includes the management of Cultural and Historic Resources, Natural Resources (including fish, wildlife, and plant management), Pesticides, and Solid Wastes. Provides law enforcement and security, fire and first aid services directly and through liaison with local agencies and departments. Provides visitor and employee safety programs, visitor education and interpretive programs.

(c) Recruits, trains and oversees volunteers for the project.

(d) Develops and provides interpretive services for Project visitors, school groups, and off-site audiences. Coordinates development and revision of displays and brochures with the Visitor Center Review Committee. Provides visitor assistance and operates the visitor center in accordance with applicable regulations.

(e) Develops interpretive programs and visitor center displays to inform the public on Corps policies, programs, and activities. Develops outreach programs to explain the Corps mission and related activities to audiences that the Corps would traditionally not reach.

(4) Operations Section. Performs all activities connected with operational functions, routine maintenance, equipment inspection and equipment repair on the powerhouses, navigation locks, spillway dam, and fishway facilities.

(5) Maintenance Section. Performs hired labor and supply activities in connection with major and preventive maintenance, overhauls, painting, major repairs and replacements and hired labor construction for the power plants, navigation locks, fishways, and spillway dam. Performs contract inspection as assigned. These functions cover the Bonneville Project, Willamette Falls Locks and the Mount St. Helen's Sediment Retention Structure (SRS).

(6) Maintenance Engineering and Contracts Section. Provides to the total Project, all aspects of engineering including analysis, testing, records, design, drafting, technical reviews, contract formulation and administration for service, supply and construction contracts involving project maintenance, upgrades or additions. Serves as project point of technical expertise for safety; and occupational health, hazardous & toxic wastes **accumulation**, handling, and disposal and project as-built information. Managing point of contact for all computer and LAN activities.

b. The Dalles-John Day Project.

(1) Operations Manager.

(a) Supervises, directs, and coordinates all O&M activities using hired labor, service contracts, and purchase orders for routine activities. Construction contracts with significant on-site construction activity may be included as coordinated and approved by the Engineering and Construction Division Chief.

(b) Coordinates operating activities with the Bonneville Power Administration, Federal Energy Regulatory Commission, Bureau of Reclamation, fishery agencies and the Northwest Power Pool.

(c) Maintains liaison with state, county, and local civic groups and appropriate Federal and state agencies on matters pertinent to the operation of the Project.

(d) Coordinates the safety and security programs for the Project.

(2) Administration Section.

(a) Provides staff assistance to the Operations Manager on administrative matters.

(b) Compiles, submits and continuously appraises project level budgetary and fund data for The Dalles Dam, John Day Dam and Willow Creek Dam.

(c) Performs administrative work for the Project including maintenance of files, receipt and distribution of mail, reproduction, cost analysis and records, personnel actions, preparation of reports, timekeeping and correspondence pertaining to the activities and missions of the Project.

(d) Manages and operates the major receiving and distribution facility for the Project. Performs storage and issue, requisitioning and purchase of supplies and equipment, accounting and property receipt.

(3) Natural Resource Management Section.

(a) Provides management and administration of the natural and developed areas of the Project, except for specific dam-related structures and outgranted areas. Performs field planning studies and surveys for visitor and tourist control, including studies for necessary recreational area improvements and modifications as required to meet public usage needs, etc.

(b) Performs all hired labor and supply activities in connection with major maintenance, preventive maintenance, daily service and hired labor construction for reservoirs, buildings and grounds, recreational areas, navigational channels and aids, floating plant and docks, including trash removal for all three project dams and reservoirs.

(c) Manages the motor pool. Collaborates with the Technical Section and Channels and Harbors Project regarding performance of maintenance and repair of project-owned motor equipment, floating plant and Revolving Fund equipment assigned to The Dalles and John Day Project.

(d) Directs public visitor tours. Oversees project public transportation, tour route selection, information, displays and guide service at The Dalles Dam, John Day Dam, and Willow Creek Dam.

(4) Operations Section. Performs all activities in connection with the operational functions, equipment inspection and operational maintenance; and monitors/supports security systems and activities in the powerhouses, navigation locks, spillway dams and fishway facilities for The Dalles Dam, John Day Dam, and Willow Creek Dam.

(5) Maintenance Sections, The Dalles and John Day. Performs all hired labor and supply activities in connection with both major and preventive maintenance, overhauls, painting, major repairs and replacements and hired labor construction for the power plants, navigation locks, fishways, spillway dams and, as coordinated with the Natural Resource Management Section, on land and floating plant, buildings, grounds and park mechanical and electrical systems.

(6) Engineering and Contract Section.

(a) Performs engineering services for other Project sections in support of the operation and maintenance of all facilities and structures.

(b) Provides technical services, testing and monitoring of equipment and structures and management of projects drawing files.

(c) Manages administration of contracts for supply, construction, installation, maintenance and replacement of project facilities.

(d) Provides health and safety services to the project in the form of hazardous materials expertise, knowledge of EPA and Occupational Safety & Health Administration (OSHA) requirements, and safety expertise for plans, inspections and training.

c. Willamette Valley Project (WVP).

(1) Operations Manager.

(a) Supervises, directs and coordinates all O&M activities using hired labor, service contracts and purchase orders for routine activities. Construction contracts with significant on-site construction activity may be included as coordinated and approved by the Engineering and Construction Division Chief.

(b) Maintains liaison with state, county, and local civic groups and appropriate Federal and state agencies on matters pertinent to the operation of all WVP projects.

(c) Performs long and short range planning studies, reviews plans and specifications for project work, and recommends solutions to all O&M problems.

(d) Coordinates the safety and security programs for all projects.

(e) Conducts field studies for additions and improvements, including necessary drawings, sketches, estimates and descriptive data.

(f) Maintains drawings for all projects.

(g) Coordinates fish and wildlife and hatchery programs for the WVP and Rogue River Basin Project.

(2) Administrative Support Section.

(a) Provides staff assistance to the Operations Manager on administrative matters.

(b) Compiles, submits and continuously appraises project level budgetary and fund data for WVP operating projects.

(c) Performs all other administrative work for the project including maintenance of files, receipt and distribution of mail, reproduction, cost analysis and records, personnel actions, property receipt, warehouse storage and issues, accounting, requisitioning and local purchasing, preparation of reports, timekeeping and correspondence pertaining to the activity of all 13 projects.

(3) Natural Resource Management Section.

(a) Plans, coordinates and schedules all hired labor operation and maintenance activities on the reservoirs and in parks and visitor facilities at Fern Ridge, Cottage Grove, Dorena, Fall Creek, Blue River, Dexter, Hills Creek, Lookout Point, Cougar, Green Peter, Foster, Detroit and Big Cliff Dams. Coordinates with the Chief, Operation and Maintenance Section, WVP, on water control functions at Fern Ridge, Cottage Grove and Dorena projects.

(b) Furnishes and updates Master Plan and **Operations Management Plans** (OMPs) input for all 13 projects covering Project Recreation Resources Management.

(c) Provides day-to-day surveillance of lands at all projects, performing routine inspections on request of Real Estate Division, and administers Corps public use areas and other reservoir management activities.

(d) Manages all recreational activities at all projects. Management includes periodic inspections, recommending development of recreation areas and preparing required reports, and implementing the Visitor Assistance Program to include issuing warnings and citations as required, and conducting real estate inspections.

(e) Assists the Project Manager in maintaining liaison with other groups and agencies on real estate and recreation matters.

(f) Directs public visitor and school tours, develops and manages interpretation and information programs and provides input into project brochures and pamphlet publication in coordination with the Public Affairs Office.

(g) Prepares, submits and administers, through a COR, Natural Resource O&M contracts.

(4) Operations and Maintenance Section - Lookout Point and Cougar.

(a) Operations. Performs all activities in connection with operation functions, inspection and minor first echelon maintenance in the powerhouses and dams at Lookout Point,

Dexter, Hills Creek, Cougar and Fall Creek. Coordinates water control functions at Fern Ridge, Blue River, Cottage Grove and Dorena. Responsible for the operation of the fishway at Fall Creek.

(b) Maintenance.

1 Plans, coordinates, schedules and performs all hired labor activities in connection with the maintenance, overhauls, major repairs, painting and hired labor construction in the powerhouses, dams and fishways at Lookout Point, Dexter, Hills Creek, Cougar, Blue River and Fall Creek, and the equipment at Fern Ridge, Cottage Grove and Dorena under the LOP maintenance control system.

2 Coordinates with the Chief, Natural Resource Management Section in providing required maintenance assistance at Fern Ridge, Cottage Grove, Dorena and the outside facilities at the projects listed in 6c(4)(a) above.

3 Maintains the maintenance control system for the section and prepares special reports pertaining to the maintenance activities at the projects.

(c) Recommends allocation of plant and equipment to reduce maintenance costs and improve serviceability.

(d) Assists the **Operations** Manager in maintaining liaison with other groups and agencies on operational and maintenance activities.

(e) Manages the project motor pool. Coordinates with Logistics Management Office regarding the performance of maintenance and repair of project owned motor equipment and Revolving Fund equipment assigned to the project.

(5) Operations and Maintenance Section, Foster and Detroit.

(a) Operations. Performs all activities in connection with operation functions, inspection and minor first echelon maintenance in the powerhouses and dams at Foster, Green Peter, Detroit, and Big Cliff.

(b) Maintenance.

1 Plans, coordinates, schedules and performs all hired labor activities in connection with the maintenance, overhauls, major repairs, painting and hired labor construction in the powerhouses, dams and fishways at Foster, Detroit, Green Peter, and Big Cliff under the WVP maintenance control system.

2 Coordinates with the Chief, Natural Resource Management Section, WVP, in providing required maintenance assistance at assigned projects.

3 Maintains the maintenance control system for the Section and prepares special reports pertaining to the maintenance activities at the projects.

4 Recommends allocation of plant and equipment to reduce maintenance costs and improve serviceability.

5 Assists the Operations Manager in maintaining liaison with other groups and agencies on operational and maintenance activities.

(c) Engineering/Maintenance Contracts Section.

1 Performs engineering services for other project sections in support of the operation and maintenance of all facilities and structures.

2 Provides technical services, testing and monitoring of equipment and structures and management of project's drawing files.

3 Administers all service and maintenance contracts outside of the natural resource program.

d. Rogue River Basin Project (RRB).

(1) Operations Manager.

(a) Supervises, directs and coordinates all O&M activities using hired labor, service contracts and purchase orders for routine activities. Construction contracts with significant on-site construction activity may be included as coordinated and approved by the Engineering and Construction Division Chief.

(b) Maintains liaison with state, county, and local civic groups and appropriate Federal, state and county agencies on matters pertaining to the operation of the Project.

(c) Performs long and short range planning studies, reviews plans and specifications for project work, and recommends and implements solutions to all O&M problems.

(d) Conducts field studies for additions and improvements including drawings, sketches, estimates and description data.

(e) Coordinates security and safety programs for the Project.

(f) **Monitors the project safety, EEO, performance management system, morale and various command emphasis programs.**

(g) Plans and coordinates emergency management preparedness activities and supervises hired labor response to simulated and actual disaster situations.

(2) Administration Section.

(a) Provides staff assistance to the Operations Manager on all administrative matters.

(b) Compiles, submits, and continuously appraises project level budgetary and fund data for the Project.

(c) Performs and advises the Project on all personnel management matters, including hiring of permanent and temporary personnel, performance appraisals, establishing or deleting positions, employee/union relations, and long and short range personnel planning studies.

(d) Performs all administrative work for the Project which includes maintenance of files, receipt and distribution of mail, reproduction, cost analysis and records, personnel actions, accounting, **requisitioning and local purchasing**, preparation of reports, timekeeping and correspondence pertaining to all RRB activity.

(e) Performs all **property receipt and** warehousing activities for the Project, which includes daily property accountability and 100% inventory of all property at least yearly.

(f) Manages the motor pool for the projects. Coordinates with Logistics Management Office, and Operations Support Branch, regarding performance of maintenance and repair of motor equipment, and revolving fund vehicles assigned to the project.

(3) Natural Resource Management Section.

(a) Plans, coordinates and schedules hired labor operation and maintenance activities on the reservoirs and in parks and visitor facilities at Lost Creek Lake **and the lands at Elk Creek**. Coordinates with Chief Operations Section, RRB, on operation of Applegate Lake and with the maintenance superintendent on maintenance of Applegate Lake.

(b) Implements buildings and grounds maintenance, wildlife management, visitor education and interpretive programs, law enforcement and fire protection services, and visitor and employee safety programs.

(c) Provides day-to-day surveillance of lands at the projects, performing routine inspections on request by Real Estate Division, and administers natural and public usage areas of the reservoirs and monitors activities at outgranted areas administered by Real Estate Division.

(d) Authors and updates OMPs, furnishes Master Plan input covering recreation-resource management for all the projects.

(e) Assists Operations Manager in maintaining liaison with other groups and agencies on real estate and recreation matters.

(f) Writes specifications and formulates cost estimates for construction, operation, and maintenance contracts. **As COR**, monitors contractor performance **and approves payment**.

(g) Manages recreational activities at the project. Management includes periodic inspections, recommending development of recreation areas, and implementing the Visitor Assistance Program to include issuing warnings and citations.

(h) Directs public visitor and school tours, develops and manages interpretation and information programs and provides input into project brochures and pamphlet publication in coordination with Public Affairs Office (PAO).

(4) Operations Section.

(a) Plans, coordinates and schedules all hired labor operations activities at Lost Creek, Applegate and Elk Creek projects.

(b) Provides engineering assistance as required for all activities at Lost Creek, Applegate and Elk Creek.

(c) Operates the Lost Creek powerhouse, spillway and intake structures at Lost Creek and Applegate Projects. Operates the existing machinery at Elk Creek. Inspects project structures and equipment for satisfactory condition and operation. Is responsible for project safety, including safe clearance procedures.

(5) Maintenance Section.

(a) Plans, coordinates and schedules all Power Trades hired labor maintenance activities at Lost Creek, Applegate and Elk Creek projects.

(b) Develops and operates the maintenance control program for the project and prepares special reports pertaining to maintenance activities.

(c) Performs all hired labor and supply activities in connection with routine maintenance, major overhauls, painting, major repairs and hired labor construction for all features of power plant, spillway, intake tower and other project structures. Supports the Natural Resource Management Section, RRB, with electrical and mechanical maintenance assistance as required.

(d) Maintains drawings for all Project Review Projects.

f. Channels and Harbors Project.

(1) Office of the Operations Manager.

(a) Programs and leads through subordinate offices the District mission for operation and maintenance of 33 Federal channel and harbor projects, including the operation and maintenance of Revolving Fund-owned floating and land plant assigned to the Project.

(b) Coordinates with other USACE organizations on operations and maintenance of Minimum Fleet hopper dredges at projects outside the District; provides technical assistance on the use of the West Coast Hopper Dredge Minimum Fleet.

(c) Maintains liaison with other navigation stakeholders on all matters affecting the use and maintenance of District channel and harbor facilities and hazards-to-navigation programs.

(d) Monitors the Project Safety, EEO, Performance Management System, Value Engineering Program, and various command emphasis programs.

(e) Initiates special studies to increase effectiveness, reduce costs, and minimize adverse environmental effects regarding the accomplishment of the Channels and Harbors Project mission.

(f) Compiles, submits and continuously appraises project level budgetary and fund data.

(2) Waterways Maintenance Section.

(a) Drafts technical correspondence and replies to navigation related inquiries from Ports, users, members of Congress, higher authorities and others.

(b) Provides engineering management for current year O&M channel and harbor budgets and formulates future year budgets.

(c) Performs cost and schedule control and overall quality maintenance of Channels and Harbors projects.

(e) Coordinates preparation of Section 404 Clean Water Act and Section 103, Marine Protection Research and Sanctuaries Act analysis and Environmental Assessments and other studies as required for maintenance activities.

(f) Performs the following field activities.

1 Hydrographic Surveys Unit.

a Responsible for navigation or other large scale related hydrographic surveys in support of the District Channels and Harbor Program and upon request from others (i.e. Pacific Ocean District, U.S. Navy, Coast Guard).

b Reduces field data, performs computations and prepares maps for distribution.

c Monitors equipment development in the hydrographic-survey field to assure that latest practical technology is incorporated by the District.

2 Coos Bay Field Office.

a Supports Logistics for Dredges.

b Local communication/coordination with remote contact Channels & Harbors Projects.

3 Waterway Contract Unit.

a Assists in developing maintenance dredging requirements, by project.

b Develops plans, specifications and schedules for government, contractor and equipment rental plant. Coordinates rental of minimum fleet dredges at out-of-district locations and liaison with resident office for contract administration.

c Provides COR and inspection for Dredge OREGON contract.

d Maintains district dredging data records for internal and upward reporting.

(3) Plant Maintenance Section.

(a) Through subordinate units, manages the maintenance of all Project-assigned floating plant and U.S. Moorings facilities.

(b) Manages programs for upgrading floating plant design and operations to assure long-term efficient operation.

(c) Maintains liaison with U.S. Coast Guard, American Bureau of Shipping, Corps of Engineers Marine Design Division, and other private and public maritime organizations regarding floating plant maintenance and improvements.

(d) Prepares repair budget and monitors repair expenditures for the floating plant, advising appropriate management on trends.

(e) Maintains the overall computerized Planned Maintenance System for the Moorings facility equipment. Performs property control functions including annual inventory and disposal coordination for all of the property assigned.

(f) Manages the Moorings facility environmental program and assists other Channels and Harbors Project facilities and vessels with environmental matters as required.

1 Shipyard Unit.

a Operates repair shops and boatyards in support of the floating plant. Performs shop and field repairs of floating plant and equipment.

b Maintains District radio system. Provides technical input to CENWP-IM and the Emergency Management Branch regarding District radio net issues.

c Maintains all utilities, buildings, and equipment installed at the U.S. Moorings.

2 Plant Technical Unit.

a Performs engineering and feasibility studies; prepares designs meeting U.S. Coast Guard and American Bureau of Shipping Standards; prepares cost estimates; prepares detailed plans and specifications for the procurement of new or replacement equipment for floating plant.

b Provides electrical, mechanical, and marine engineering technical support to the vessels as requested.

c Observes and records related operational performance tests of installed equipment.

d Prepares job orders and specifications and drawings for alterations, improvements, or repairs, of District floating plant and equipment.

(4) Dredge Operations Section.

(a) Office of the Section Chief.

1 Supervises the operators of three District dredges to accomplish within district and out of district dredging missions. Coordinates assigned missions with Waterways Maintenance Section to fulfill the requirements of the customer.

2 Coordinates with the Plant Maintenance Section for maintenance and repairs, modifications, and dredge overhaul needs.

3 Manages emphasized programs for the District's dredges i.e., Safety, Federal Information Processing (FIP), EEO, Plant Replacement and Improvement Program (PRIP), full time employees (FTE), Training, Property Accountability, Affirmative Action and manning requirements of the U.S. Coast Guard and the Corps of Engineers.

4 Responsible for administrative and logistical support of all District dredges including such things as providing crew, berthing, fueling, administrative support, subsistence and quarters, and waste disposal.

5 Coordinates with out-of-district customers for logistical support and development of dredging time and cost estimates.

6 Develops and implements operating budget for dredges, personnel actions (training and recruitment).

(b) District Dredges.

1 Responsible for accomplishing the dredging missions as assigned in dredging orders. This includes ensuring compliance with all operational and environmental constraints, and maximizing Dredge production within those constraints.

2 Implements Safety, EEO, Affirmative Action, and Property Accountability Programs.

3 Responsible for daily preventive maintenance and minor vessel repair to ensure continuous operations; during annual overhauls and other shipyard work, provides assistance with and/or make repairs as required.

APPENDIX M

Planning, Programs and Project Management Division

1. Office of the Chief.

a. Exercises principal staff responsibility for planning, program and project management of all Portland District projects.

b. Principal responsibility for all District congressional contacts. Primary point of contact for local sponsors, other Federal, state and local agencies for project related issues.

c. Implements the execution of the Life Cycle Project Management (PM) system and the provisions of ER 5-1-11, including the Project Management Business Process (PMBP) in the District.

d. Develops the Project Management Plan (PMP), including an integrated project schedule, cost, and budget; monitors project execution; manages changes; makes and/or recommends necessary adjustments based upon changes and performance in accordance with the Corporate Board endorsed PMP; preparation of required PM reports, and presentation of project status and performance to the Corporate Board.

e. Provides leadership in establishing District management processes and procedures to effectively manage the scope, quality, project cost, budget and schedules for all District projects, and further defines PM interfaces, roles and responsibilities, providing strong project and customer orientation, improving project continuity and accountability.

f. Integrates project schedules into a comprehensive District schedule, analyzes District workload, develops and coordinates manpower requirements with functional chiefs, and provides recommendations to the Commander on manpower distribution in accordance with the project and program performance.

g. Receives, interprets, disseminates and directs the implementation of program and project guidance, policy, directives and correspondence from higher headquarters.

h. Formulates and executes the Planning, Programs and Project Management Division's annual operating budget.

2. Programs and Projects Branch.

a. Office of the Branch Chief.

(1) Responsible for leadership and management of the Programs and Project **Branch** working on Construction General, Operations and Maintenance and Support for Others Programs.

(2) Interprets and implements project management policy, guidance and directives from higher headquarters. Provides authoritative consultation and advice to District leadership and to state, local, and other Federal agency representatives on complex project management and non-planning issues. Represents the District representatives at meetings with other Corps and public representatives, potential and current project cost sharing sponsors and congressional representatives for coordinating and resolving complex issues and situations.

(3) Develops the District's annual and multi-year Civil Works programs, including annual project budgets and required upward reporting.

(4) Interprets program authorities, guidance, regulations and directives. Provides interpretations and guidance to the Chief, Planning, Programs and Project Management Division, Commander and other District leadership.

(5) Serves as Assistant Chief, Planning, Programs and Project Management Division and as Acting Chief in absence of the Chief.

b. Program Management Section.

(1) Develops the District Civil Works annual and multi-year programs based on individual project and activity input for all appropriations including General Investigations, Construction General, Operations and Maintenance, Flood Control and Coastal Emergency, Regulatory and Bonneville Power direct funding.

(2) **Develops initial work allowance information for civil appropriations and coordinates reprogramming of funds during year of execution.** Researches, compiles and analyzes project obligations and expenditures and other schedule/fiscal performance data.

(3) Develops and prepares data and materials to defend projects and programs at Congressional and Public Hearings.

(4) Coordinates and reviews the District's Annual Report of the Secretary of the Army on Civil Works Activities.

(5) **Develops and analyzes financial information in support of PDT's.**

(6) Schedules and coordinates monthly Project Review Board (PRB), including compilation of project data and submission of monthly reports to Northwestern Division

(7) **Develops data for District civil program briefings presented to the Northwestern Division Commander and staff.**

(8) Performs analysis, coordinates, reviews and consolidates District-wide data in support of PRISM and PROMIS.

(9) Responsible for development, justification, defense, coordination, implementation, enhancements, and maintenance of assigned Management Information (MI) systems, which include PRISM, PROMIS, and the Network Analysis System. Trouble-shoots malfunctions and problems originating in MI systems and initiates the necessary corrective action.

(10) Establishes District policy, regulations and procedures for all elements of the District involved in using the designated MI systems.

(11) Coordinates development of workload data for the District's manpower forecasting model (FORCON). Reviews, analyzes and models data and provides report to HQUSACE.

c. Project Manager Unit.

(1) Provides leadership and project management for District projects that fall under the Construction General, Operations and Maintenance and Support for Others program authorities during engineering design and construction phases. Manages assigned projects as the District's single point of contact in accordance with ER 5-1-11 and the Project Management Business Process.

(2) Provides project specific analysis and feedback to the Corporate Board, coordinating the resolution of project issues with the various functional elements, minimizing the impacts on schedules and budgets. Provides the required upward reporting of project issues.

(3) Reviews, coordinates and obtains the appropriate level of approval for project cost estimate and schedule changes, in accordance with Project Management Plans. Submits recommendations for approvals to higher headquarters for cost or schedule changes if required by legislation or policy.

(4) Negotiates Feasibility Cost Sharing Agreements, Project Cooperation Agreements and Memorandums of Understanding.

3. Planning Branch.

a. Office of the Branch Chief.

(1) Principal staff responsibility for assuring the planning process is adequately incorporated into appropriate District projects.

(2) Interprets and implements higher headquarters policy and guidance for the District. Provides authoritative consultation and advice to District leadership and to state, local, and other Federal agency representatives on complex planning policy issues. Represents the District at meetings with other Corps and public representatives, potential and current project cost sharing sponsors and congressional representatives for coordinating and resolution of complex issues and situations

(3) Directs, supervises and coordinates all activities of the Branch. Coordinates with other offices within the District.

(4) Provides leadership, supervision and management for the General Investigation Program, Continuing Authorities Program, Section 1135 activities plan formulation and evaluation, environmental planning, marketing and Section 206 outreach and economic analysis and is responsible for all planning products **and specified decision documents**.

(5) Provides leadership and management to planning project managers responsible for planning activities and products.

(6) Responsible for training and development of planning resources.

(7) Marketing Specialist.

(a) Manages the District's Marketing Program to identify, prioritize and assist in water resource management within the District's boundaries.

(b) Develops marketing strategies outlining the Corps' capabilities and services, legislative authorities, study processes, and sponsor benefits and requirements.

(c) Reviews the Marketing Program, and recommends initiatives to make the program more responsive to regulatory changes and local opportunities. Briefs District staff on the program changes, current operation and individual participation in the Marketing Program.

(d) Oversees the Special Investigations and Interagency Water Resources Development programs, and coordinates with other natural resource agencies. Formulates budgets and distributes funds to accomplish the objectives of the various programs.

(e) Coordinates the Planning Assistance to States Program with Corps and state offices concerning these activities.

(8) Continuing Authority Program (CAP) Manager.

(a) Manages the District's CAP and Environmental Authorities Program and principal point of contact for all CAP activities. Specifically, this includes the following: Section 14, Flood Control Act of 1946; Section 103, Rivers and Harbor Act of 1962; Section 107, River and Harbor Act of 1960; Section 111, River and Harbor Act of 1968; Section 205, Flood Control Act of 1948; Section 208, Flood Control Act of 1954; Section 1135 of the Water Resources Development Act of 1986; Section 204, and Section 206 of the Water Resources Development Act of 1996.

(b) Responsible for the District's Planning Assistance to the States (PAS) Program.

(c) Serves as District expert on CAP authority laws, regulations and policies. In this capacity represents the District in interaction with higher headquarters.

(d) Coordinates and responds to questions from potential sponsors on CAP authorities, policies, regulations and laws. Provides the same information to District leadership, state, local, Federal agencies, and congressional representatives.

(e) Acts as Project Manager for assigned CAP projects. Reports and provides feedback to the Corporate Board on CAP execution and individual CAP project status and issues.

b. Economics Section.

(1) Responsible for the economic evaluation required for planning studies, advance engineering and design studies, operations studies including major maintenance and major rehabilitation reports, environmental analyses and post flood reports.

(2) Conducts a variety of financial, economic, and social analyses such as cost allocations, risk analysis, cost effectiveness analysis, Local Cooperation Agreement financial analysis, cost studies related to municipal and industrial (M&I) water supply and other studies requiring economic analysis.

(3) Provides technical support within the District and other NWD districts as the designated Navigation Center for Expertise for Economics.

(4) Coordinates District review of Federal Energy Regulatory Commission (FERC) permits for impacts to Corps projects.

(5) Acts as an advisor on all matters relating to social and economic profile data, projections of future growth and development expected in with and without project conditions.

c. Planning Managers.

(1) Provides leadership and project management for planning projects on flood control, navigation, and multiple-purpose water resource development projects, and is responsible for the preparation of planning products such as reconnaissance and feasibility reports, Limited Reevaluation and General Reevaluation Reports. Manages assigned projects as the District's single point of contact in accordance with ER 5-1-11 and the Project Management Business Process. In cooperation with the sponsor, coordinates management activities such as public involvement, cost sharing and partnership agreements and analysis related to producing reports.

(2) Prepares reports that support legislative authorities such as General Investigation reconnaissance and feasibility phase studies, and Continuing Authority Program studies (Sections 14, 103, 107, 204, 205, 206, 208, and 1135 studies).

(3) Prepares documents required prior to project authorization. These may include but are not limited to Feasibility Cost-Sharing Agreements (FSCA's) and Project **Management Plans (PMPs)**.

(4) Coordinates and conducts studies that support other District functions such as master plans, design memorandums, plans and specifications, scopes of work, and updates to Corps policy documents.

(5) Prepares budgetary and financial documents that support Corps regulations, federal law, and District policies.

(6) Manages multidiscipline Plan Formulation Teams to assure plan formulation and evaluation during study phases on planning projects.

(7) Provides project specific analysis and feedback to the Corporate Board, coordinating the resolution of project issues with the various functional elements, minimizing the impacts on schedules and budgets. Provides the required upward reporting of project issues.

(8) Reviews, coordinates and obtains the appropriate level of approval for project cost estimate and schedule changes in accordance with Project Management Plans. Submits recommendations for approvals to higher headquarters for cost or schedule changes if required by legislation or policy.

(9) Negotiates Feasibility Cost Sharing Agreements, Project Cooperation Agreements and Memorandums of Understanding.

4. Environmental Resource Branch.

a. Branch Chief. Responsible for directing, supervising and coordinating the activities of the Branch.

b. Branch Functions.

(1) Coordinates policies and procedures relating to Environmental and Historic Preservation laws and Fish and Wildlife Programs.

(2) Responsible for matters relating to environmental planning and compliance for all District activities except Regulatory. In this respect, provides such support to all District technical divisions and separate offices and coordinates it with other Federal, state, and local agencies, tribes, environmental groups, and the public. Assures compliance of District proposals and actions with appropriate environmental legislation and regulations.

(3) Responsible for interpreting requirements, conducting scoping processes, collecting necessary data, and preparing and processing the required documents in compliance with the following for other than general regulatory matters:

(a) National Environmental Policy Act of 1969

(b) Clean Water Act

(c) Marine Protection, Research, and Sanctuaries Act

(d) Coastal Zone Management Act

(e) Wild and Scenic River Act

(f) Clean Air Act

- (g) Estuary Protection Act
- (h) Resource Conservation and Recovery Act
- (i) Endangered Species Act
- (j) Fish and Wildlife Coordination Act
- (k) National Historic Preservation Act
- (l) Native American Religious Freedom Act
- (m) Native American Graves Protection and Repatriation Act
- (n) E.O. 11988, Flood Plain Management
- (o) E.O. 11990, Protection of Flood Plains

(4) Serves as coordinating office for the District's review of other agency EISs and other environmental related documents provided by higher authority and others.

(5) Serves as coordinating office for the District in its role as a Joint Lead or Cooperating Agency with other agencies in the preparation of environmental documents.

(6) Performs wetland evaluations and delineations for civil works activities other than Regulatory.

(7) Manages contracts for wetland delineations, environmental evaluations and cultural resource investigations.

(8) Serves as District coordinating and technical office for cultural resource matters relating to Corps projects, including cultural resource clearance in accordance with Historic Preservation laws, regulations and policy. Advises other District elements regarding cultural resource matters. Prepares cultural resource management plans for all water resource projects. Provides input to District reports, documents and plans and specifications on matters dealing with cultural resources. Coordinates with State Historic Preservation Officer and the Advisory Council for Historic Preservation to secure clearance for construction on District managed land and water areas.

(9) Provides technical advice and coordination for District projects in implementing cultural resources protection measures in accordance with the Archeological Resources Protection Act.

(10) Conducts Portland District staff level fish and wildlife coordination. Responsible for providing technical liaison support to the District executive management team, which monitors and recommends overall District fish and wildlife goals and objectives.

(11) Serves as District communication liaison for the planning, management, and implementation of Portland District's Fish and Wildlife Management Program.

(12) Coordinates and monitors scheduling of fish and wildlife activities between Corps operating elements.

(13) Assures adequacy of information to be released concerning Corps policies and programs relating to fish and wildlife activities; provides advice to the management team for these activities.

(14) Determines research needs and priorities as required to solve fish passage and other problems related to planning, design, construction and operation of District operating projects.

(15) Responsible for field research to ensure data collection techniques and methods are adequate and experimental designs are followed. Reviews data and participates in meetings and conferences with researchers to receive interim results as they become available.

(16) Maintains liaison with the NWD Anadromous Fish Evaluation Program (AFEP) manager and makes periodic reports to the technical coordination committee.

(17) Provides technical input to all District elements concerning biological aspects of fish passage and management.

(18) Provides fishery input relating to Northwest Power Planning Councils Fish and Wildlife Program.

(19) Develops and coordinates biological and ecological studies of the effects District activities may have on fish and wildlife habitat; performs mitigation and compensation investigations, evaluations, and prepares recommendations. Responsible for ecological baseline studies utilizing assigned staff, consultant contractors or services of others through cooperative agreements and contracts.

(20) Obtains input for endangered species and marine mammals clearances in accordance with Endangered Species Act and the Marine Mammal Protection Act, and develops biological assessments for proposed activities under the Endangered Species Act.

(21) Provides fish and wildlife data, impact analysis, technical support for inclusion in planning, engineering, design and environmental compliance studies, environmental impact statements and assessments, and water regulation proposals.

(22) Assures compliance with Fish and Wildlife Coordination Act and coordinates fish and wildlife matters for the District with higher authority, other Federal, state, and local agencies, interest groups, and the public.

(23) Coordinates and manages transfer of funds to U.S. Fish and Wildlife Service for Fish and Wildlife Coordination Act activities.

APPENDIX N

Public Affairs Office

1. Analyzes internal and external public information objectives. Researches, develops and executes programs for accomplishing them. Serves as the primary agent for the District Public and Command Information, and Community Relations Programs.
2. Advises the District Commander and staff on the public opinion climate and the public affairs implications of Corps actions on sensitive and highly visible issues that directly affect the publics' perception of the Corps.
3. Serves as primary spokesperson to communicate to the news media and the public the policies and viewpoints of the Corps on matters pertaining to the work of the Corps. Arranges/coordinates media interviews for the Commander and other key staff members and may call on other staff members to provide technical information to the media. Maintains effective **relationships** with news media and with organized groups who use and disseminate information about Corps activities. Is the District's clearinghouse for all news media contacts. Responds to news media and public inquiries about Corps programs, activities and associated issues.
4. Plans, coordinates and implements the Command Information Program for the Commander, including publishing a District newsletter and bulletin, scheduling briefings for employees and the Engineer Family, and providing other information to employees through a variety of means.
5. Plans, coordinates and supervises production of tools and materials to support public information, Command Information and community relations programs which may include such items as project information folders, fact sheets, brochures, information papers, the Oregon Water Resources Development booklet, other printed and website material, public displays and exhibits, audio visual materials and electronic documents. Reviews and clears all written information disseminated to the public by project visitor centers and other District staff.
Reviews and approves all material prepared by other District elements prior to posting on the District website.
6. Administers the District-wide speakers' bureau arranging for speakers to interested groups. Arranges for tours, and special educational or informational projects for schools and other public groups.
7. Prepares or reviews speeches, briefings and other presentations for the District Commander, Deputy District Commander, and other District staff members as requested.
8. Reviews and clears, or forwards to higher authority for clearance, articles for publication prepared by other District staff, as required by ER 360-1-1.

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9. Plans, coordinates and implements the public affairs portion of special events such as groundbreakings and dedications.
10. Plans, develops, coordinates or provides input to and assists with implementation of the public involvement portions of District studies.
11. Provides support, as requested, for official visits by dignitaries.
12. Participates as a member of the Visitor Center review team and in all phases of planning, developing and revising visitor facilities, as specified in ER 1130-2-550.
13. The Chief serves as Career Program Manager for the Information and Editorial Career fields in accordance with AR 690-950.

APPENDIX O

Real Estate Division

1. Office of the Chief.

- a. Directs, supervises and coordinates all real estate activities. Executes and administers real estate documents and settlements within delegated authority.
- b. Acts as prime real estate staff advisor to the District Commander and staff, is responsible for rendering technical advice on real estate matters and interpretation of policy.
- c. Coordinates real estate functions with officials of Federal, state and local governmental agencies, civic groups, and other interested parties in a manner that will assure the development and maintenance of good public relations.
- d. Prepares reports on Federal legislation relating to acquisition, management and disposal of real property; prepares assemblies required in connection with obtaining Federal jurisdiction; and coordinates with state officials in development and passage of appropriate state legislation.
- e. With Engineering and Construction Division, responsible for the preparation and negotiation of contracts and agreements for proposed relocation of railroads, highways, roads, utilities, and cemeteries.
- f. Exercises staff supervision over the District encroachment resolution program, including action for final resolution (outgrants, disposal or removal).
- g. Serves as Real Estate Career Program Manager in accordance with AR 690-950.
- h. Provides technical assistance in obtaining and allocating space.
- i. Is responsible for Real Estate Division's Quality Control System.
- j. Directs, supervises and coordinates all Real Estate Division planning, fiscal and mobilization programs. Coordinates computer-oriented real estate management information system. Performs real estate functions for other government agencies as directed.
- k. Supervises and coordinates real estate reporting, staffing and central files procedures.
- l. Responsible for all real estate cost estimates to be used in the preparation of site selection reports and engineering design memos at existing Portland District projects.

- m.** Schedules and coordinates real estate activities to meet funding and construction requirements of the District.
- n.** Prepares real estate design memo or equivalent approval document used in obtaining acquisition authority at existing Portland District projects.
- o.** Prepares District real estate fiscal programs and cost estimates on new and ongoing projects.
- p.** Controls real estate fiscal commitments, obligations and expenditures.
- q.** Responsible for coordination of all real estate budget and cost programs.
- r.** Responsible for real estate reports.
- s.** Maintains data and prepares workload analysis for real estate staffing requirements.
- t.** Prepares gross appraisals on proposed acquisition and disposal projects for incorporation in general design memoranda and real estate design memoranda; prepares real estate appraisals; reviews all real estate appraisals for competency and approves/disapproves these appraisals within delegated authority; reviews appraisal procedure to insure uniformity.
- u.** Acts in advisory capacity and prepares real estate cost estimates in connection with data for site selection and investigation activities for cost-shared civil projects. Responsible for such data that is used in preliminary for examination survey reports and other studies.
- v.** Approves opinion of value.
- w.** Prepares cost estimates, records of negotiations, contractor proposal requests and all other documents required by government contracting regulations for the preparation and securing of contracts and purchase orders for appraisal reports.
- x.** Responsible for all real estate cost estimates to be used in the preparation of site selection reports and engineering design memos for cost-shared civil works projects or separable elements thereof. Prepares Real Estate Design Memo, Real Estate Supplement or equivalent approval documents used in obtaining acquisition authority for those projects.

2. Realty Services Branch.

a. Acquires title, easements, leases, licenses, and permits from private individuals or firms. Acquires interests in land by purchase, lease, condemnation, exchange, donation, or transfer. Acquires rights from other government agencies, including permits for temporary use.

b. Takes necessary acquisition action in connection with relocation, abandonment or vacation of highways, railroads, utilities, cemeteries, town sites, and facilities of governmental bodies.

c. Closely monitors and reviews the **non-federal** sponsors right-of-way acquisition as provided for in PL 91-646. Reviews the **non-federal** sponsor-submitted grants of right-of-way for adequacy and cost-share credit.

d. Takes necessary action concerning claims for reimbursement resulting from a Permanent Change of Station (PCS) on real estate matters both selling and buying in accordance with the provisions of Joint Travel Regulations (JTR Volume No. 2).

e. Takes necessary action concerning all relocation assistance matters pursuant to the provisions of the Uniform Relocation Assistance and Real Property Acquisitions Policies Act of 1979, Public Law 91-646, 91st Congress, 2d Session, 84 Stat. 1894, as amended, caused by the acquisition of lands for public works projects of the Department of the Army.

f. Initiates action to secure real property acquisition boundary approval and project boundary survey monumentation.

g. Responsible for determination of basic real estate requirements, development of real estate maps and preparation of land descriptions used in acquisition.

h. Responsible for development of real estate management maps, disposal maps, and preparation of land descriptions used in management and disposal activities.

i. Programs and maintains District Real Estate Management Information System.

j. Responsible for real estate central files.

k. Performs real estate audits.

l. Operates realty historical record and microfiche systems.

- m.** Performs real estate outgrant program involving advertising and/or negotiation of leases, easements, licenses, permits, etc.
- n.** Serves as member of District study team for the preparation of Master Plans for Resource use objectives and Defense Environmental Restoration Program.
- o.** Serves as a member of the District Environmental Review Guide for Operations (ERGO) assessment team for conducting environmental self-evaluations at Corps projects.
- p.** Inspects government real property utilized by others to assure proper compliance with terms of occupancy agreements of all types, and takes corrective action to enforce compliance and/or terminate occupancy where appropriate. Determines propriety and extent of utilization of real property occupied and/or controlled by the Department of the Army (civil), and initiates suitable action where utilization is found to be deficient.
- q.** Reviews, analyzes and resolves all encroachment problems within the District, based on input from cognizant district offices or other government agencies.
- r.** Prepares and coordinates Memorandums of Understanding and other interagency agreements with affected federal agencies in coordination with the other district offices involved in the planning, construction and management of a project.
- s.** Reviews all Section 10 and 404 permit applications for determination if proposed activities involve the use of lands under District jurisdiction or administration.
- t.** Coordinates mineral leasing reviews on all Corps administered lands within the District's boundaries.
- u.** Develops plans and programs and takes action necessary to effect disposal of civil works real property determined to be excess, including disposal method, preparation of invitation for bids, exchanges, transfers, etc.
- v.** Takes action involving the removal of buildings and other improvements in acquisition projects.
- w.** Responsible for care and custody activities and procedures.

APPENDIX P

Resource Management Office

1. Office of the Chief.

a. Assists the District Commander in maintaining balance, economy and efficiency in the accomplishment of programmed objectives.

b. Responsible for providing advice on matters relating to finance and accounting, programming and budgeting, management analysis/improvement activities and manpower management as prime financial adviser to the District Commander and staff. Provides program managers with financial management information to assist in effective program management.

c. Directs, supervises and coordinates all activities of the Resource Management Office, providing overall direction of work and guidance as to proper emphasis and priorities.

d. Develops and publishes all budget policy and guidance. Program development guidance is furnished by Programs Management (PM) to Resource Management where it is incorporated by Resource Management into District budget policy and guidance. Resource Management is also responsible for policy, training and monitoring the administrative control of fund issues.

e. Coordinates and directs the development of all budgets throughout the District. Coordinates the development of the District Operating Budget and Capital Investment Budget processes from inception to conclusion. Programs Management coordinates and directs the program development and project justification portion of the President's CW budget.

f. Coordinates and tracks all obligation and expenditure plans for all operating budgets, capital investment program budgets and appropriation budgets including tracking progress against the 2101 and other supporting schedules prepared by PM. Provides data to technical offices on obligations and expenditures to date on project/programs reports tracking to aid in managing projects as well as providing independent analyses to the Commander and staff. Responsible for official reports furnished to higher headquarters on all obligation and expenditure plans.

g. Analyzes and reports on budget execution for all operating budgets, capital investment budgets and appropriation budgets—including subsidiary schedules throughout the District. Responsible for reprogramming actions requested by PM within appropriations and coordinating requests for reprogramming that are outside the District's authority. Coordinates preparation of District indicators. Performs independent analysis on District indicators including trend analysis and upward reporting and analysis evaluations. Primary reporting chain for all budget execution upward District/performance.

- h. Manages all capital investment programs including Plant Replacement and Improvement Program (PRIP).
 - i. Responsible for distribution methodology and approval of all billing rates (including IM rates).
 - j. Responsible for cost studies and review of economic analyses, with the exception of project specific studies and analyses that are the responsibility of the technical offices.
 - k. Responsible for all manpower utilization reporting.
 - l. The Chief serves as Program Manager for the Comptroller Civilian Career Program (CP-11) and the Manpower and Force Management Career Program (CP-26).
2. Budget, Manpower and Management Branch.
- a. Interprets and implements policy and provides implementing instructions and procedural guidance regarding budgeting, funding, management analysis and manpower management.
 - b. Maintains fiscal control over current year civil works allowances to the project level. Documents original work allowances and reprogramming by higher authority for entry into the accounting system; performs fiscal review of and processes civil works funds adjustments submitted by the Planning, Programs and Project Management Division at the request of, or in coordination with, division offices under the District Commander's reprogramming authority.
 - b. Manages the District Plant Replacement and Improvement Program (PRIP) of the Revolving Fund including programming, funding and reporting of obligations and expenditure.
 - c. Coordinates and participates in the preparation of workload and government cost projections and various District budgets including functional, facility and revolving fund budgets for maintenance of balance and economy in the overall District program and adherence to government cost targets. Analyzes projections and budgets in relation to expenditures; makes special analyses of fiscal objectives; and furnishes results to operating elements, the District Commander and higher authority. Provides guidance to managers on the cost of doing business.
 - d. Establishes General and Advisory (G&A) overhead rates. Advises technical divisions on appropriate departmental overhead rates. Periodically reviews account balances and revises rates to maintain balances within the nominal range.

e. Prepares the District submission of Civil Automated Budget supporting data applicable to civil functions appropriations for use by the Chief of Engineers in preparation and defense of the civil functions budget estimates before OMB and Congress.

f. Prepares reports and analyses as required for the Regional Management Board (RMB) and the Command Management Review (CMR).

g. Manages the budgetary and funding aspects of the District's Work/Support for Others (Federal and non-Federal agencies) program. Prepares District estimates on appropriation reimbursements. Coordinates input and prepares the support agreement with NWD. Assists the Resource Management Officer in negotiating any disparities. Provides guidance to other offices providing support services outside the District. Financially approves and accepts customer orders for the District.

h. Funds the District's operating accounts within the approved operating budgets.

i. Manages manpower forecasting model (FORCON), including coordinating data calls, reviewing and analyzing data received, developing recommendations for distribution within the District, distributing FTE allocations received, analyzing usage and making periodic adjustment of distributions made. Workload forecasting and input into the model is the responsibility of Planning, Programs and Project Management Division.

j. Prepares District directory and position charts and functional statements.

k. Acts on requests from District elements for organizational changes, and staffs the recommendations and findings through the requesting organization and the Civilian Personnel Advisory Center to the District Commander. Develops submissions for those changes or deviations requiring higher authority approval. Prepares Permanent Orders for the Commander's signature to implement organizational and functional changes.

l. Performs the following in providing management analysis assistance to District officials:

(1) Conducts or participates in organizational and management studies pertaining to mission, functions, organization structure, staffing, workload, programs, policies, practices, and operating methods of District elements.

(2) Conducts systems and procedures analyses to ensure effective operational practices, including work planning and control studies.

- m. Coordinates HQUSACE and HQNWD command inspections, AIG and EIG inspections. From staff input, develops replies to subject reports.
 - n. Provides program review and analysis capability for the District Commander and operating officials, including publication of a quarterly Program Review and Analysis (PR&A) document.
 - o. Administers the Committee Management Program.
 - p. Administers the Commercial Activities (CA) Program.
 - q. Coordinates and manages the Army Suggestion Program.
 - r. Administers the Management Controls Program.
 - s. Administers the Mass Transit Program.
3. Finance and Accounting Branch.
- a. Interprets and implements Finance and Accounting policy. Reviews and analyzes legislation, appropriation language, regulations, OMB and Treasury Department guidelines and prepares implementing instructions and procedural guidance.
 - b. Maintains compliance with Chief Financial Officers Act. Reviews, coordinates and prepares responses on all financial issues contained in internal and external audits or inspections.
 - c. Provides managerial accounting support for all District functions and activities. Monitors, reviews and analyzes obligations and expenditures for all direct, cost shared, reimbursable and Revolving Fund programs. Establishes and assures compliance with proper account structure linked to work items.
 - d. Provides financial advice, assistance, recommendations and analysis for all organizations. Answers inquiries and resolves problems for the District staff.
 - e. Maintains a system of Administrative Control of Appropriated funds to assure proper utilization of funds and the avoidance of anti-deficiency act violations.
 - f. Coordinates a formal review of all open items by Responsible Employees three times a year.

g. Reviews Project Cooperative Agreements, Memorandums of Agreement and Memorandums of Understanding to assure financial adequacy and compliance with established accounting and fiscal policy and procedures.

h. Prepares, reviews and submits upward financial reports not assigned to the USACE Finance Center. Performs a variety of data base reconciliations.

i. Performs periodic reconciliations of the general and subsidiary ledgers.

j. Prepares annual financial statements for multipurpose power projects for submission to BPA, Federal Energy Regulatory Commission (FERC) and HQUSACE. Prepares interim statements and analyses based upon request. Establishes multi-purpose (MP) tables on the CEFMS database to capture all power costs required for financial reporting.

k. Maintains financial oversight for EPA, FEMA and similar reimbursable programs. Monitors expenditures and provides supporting documentation to substantiate billed amounts. Works in close coordination with Emergency Management Branch on all emergency operations and disaster assistance taskings.

l. Establishes, monitors and manages Revolving Fund accounts to include:

(1) Maintaining solvency of the Revolving Fund, including a fully funded leave account.

(2) Establishing required accounts and resource codes to support District Revolving Fund activities.

(3) Providing financial advice on development of plant and facility rates and methodology for cost distribution.

(4) Monitoring account balances and distributions, and making recommendations for rate adjustments or additional distributions to maintain proper account balances.

(5) Providing advice on the management of real and personal property. Assures depreciation is calculated on Revolving Fund assets.

m. Responsible for maintaining the integrity of the CEFMS data base and limiting access to authorized users. Assures access to data and systems permissions and authorities are appropriate for each individual, resolves electronic signature errors.

n. Performs all CEFMS data manager functions including maintenance of all local data tables, implementation of program changes, correction of data base error conditions, assurance that all required chronograph facility (CRON) jobs are processed, running periodic reports, establishing period control and processing all year end closing programs.

o. Provides assistance on all CEFMS processes to District users. Develops SOPs and other guidelines for common processes. Resolves user problems or submits problem reports to the UFC.

p. Supports operating accounting functions performed for the District by the UFC, including financial reporting, accounts payable, disbursing, billing and collections and debt management.

q. Serves as District Agency Program manager for the government travel charge card program.

r. Provides payroll support to the District. Manages and coordinates the recording of time and attendance and labor cost data, including corrections and labor cost adjustments. Maintains liaison with the DFAS Payroll Office.

APPENDIX Q

Safety and Occupational Health Office

1. Plans, organizes, manages, directs, supervises and evaluates all Portland District Safety and Occupational Health (S&OH) program elements in accordance with the regulations set forth by AR 385-10 and other related laws, regulations, bulletins, pamphlets and publications. The Chief of the Safety and Occupational Health Office serves as the principal point of contract for all matters pertaining to Safety and Occupational Health in the District and serves as the principal safety and occupational health staff advisor and technical consultant to the Commander and NWP staff members. Establishes the District safety and occupational health goals, objectives and priorities and monitors achievement. Furnishes advice and technical assistance on accident investigation and reporting procedures to assure accurate and complete reports are submitted in a timely manner.
2. Reviews accident reports for completeness, accuracy, and authenticity. Assures causation analysis and corrective actions are appropriate. Analyzes accident reports for potential impact on NWP activities and operations. Provides recommendations for resolution and elimination and disseminates data concerning accident experience trends to the staff. Recommends corrective measures where warranted by adverse accident trends, hazardous conditions, procedures or other deficiencies. Serves as technical advisor on **accident** boards of investigation.
3. Collects exposure and accident experience data; maintains the District Safety Information Management System (SIMS) and provides monthly data up-links to the Division. Provides accident prevention and safety engineering advice and guidance. Reviews design criteria, contract plans and specifications for safety considerations.
4. Conducts annual Safety Management Evaluations (SMEs) and periodic Safety Surveys to evaluate the effectiveness of the Safety and Occupational Health Program and to assure compliance with safety and occupational health regulations, policies and objectives.
5. Participates in/assists District elements with annual OSHA Abatement Surveys at government facilities to assure compliance with OSHA and Corps of Engineers safety and occupational health requirements.
6. Interacts with District employee union officials on matters regarding safety and occupational health. Provides administrative guidance in determining the need for safety and occupational health training and assists managers and supervisors with obtaining potential sources for training.
7. Provides safety and occupational health promotional materials. Provides administrative guidance in the training, testing, and licensing of operators of motor vehicles, boats and equipment. Executes the District Safety Awards program.

8. Interacts with other safety and occupational health agencies on the federal, state, and local levels.
9. Participates in federal, state and local safety and occupational health meetings.
10. Assists with the selection of appropriate safety and occupational health personal protective clothing. Manages the District Industrial Hygiene Program. Assures that all employees under the Medical Surveillance Program meet applicable OSHA requirements.
11. Oversees the following District programs: District Respiratory Protection, Hearing Conservation, Hazards Communication, Hazardous Materials Inventory, Medical Surveillance Program, Hazardous and Toxic Waste Safety and Occupational Health, Asbestos Abatement, **and** Facilities System Safety.
12. Conducts research, studies and attends conferences to obtain information for the advancement of the Safety and Occupational Health program. Provides safety and occupational health technical advice and guidance to the District's ERGO Team.
13. Serves as the Career Program Manager for the Safety Management Career field in accordance with the AR 690-950. Responsible for Safety & Occupational Health Office Quality System Management.
- 14. Administers the District Office of Workers' Compensation Program/Federal Employees' Compensation Act (OWCP/FECA) Cost Reduction Program.**
- 15. Administers the District Diving Program.**
- 16. Administers the District Employee Assistance Program (EAP) and Wellness Program to include fitness center and health nurse payments.**
- 17. Administers the Random Drug Testing Program.**
- 18. Administers the Federal Occupational Health (FOH) Program.**
- 19. Administers the Medical Surveillance Program.**
- 20. Conducts biddability, constructability, operability, and environmental (BCOE) reviews of contract drawings and specifications prepared by the Engineering and Construction Division for contracts within NWP.**

APPENDIX R

Security and Law Enforcement Office

1. Headquarters Northwestern Division and Portland District Functions.
 - a. Physical Security Program.
 - (1) Develops, supervises and administers the physical security program.
 - (2) Analyzes and evaluates the criticality and vulnerabilities of assets to criminal elements such as terrorists, saboteurs, protest groups and disaffected persons.
 - (3) Conducts physical security inspections and surveys of all projects as mandated by DOD and DA regulations.
 - (4) Evaluates and recommends appropriate physical security measures, from design through operation.
 - (5) Responsible for Security and Law Enforcement Quality System Management.
 - b. Information Security Program.
 - (1) Exercises oversight for the information security program, which includes Information Systems Security (INFOSEC), Communications Security (COMSEC), Operations Security (OPSEC), and computer/Automated Data Processing (ADP) Security.
 - (2) Ensures that classified information is safeguarded in accordance with current regulations.
 - (3) Plans, coordinates and controls procedures for classification, declassification, marking, reproduction, dissemination, accountability and destruction of classified information.
 - (4) Implements the Subversion & Espionage Directed Against US Army/Operations Security (SAEDA/OPSEC) programs.
 - (5) Conducts preliminary investigations into suspected compromise of classified defense information and reports findings/recommendations.
 - (6) Serves as TOP SECRET control officer.
 - (7) Maintains records of all combination locks and makes changes when required.

c. Personnel Security Program.

- (1) Supervises and administers the personnel security program.
- (2) Supervises and monitors personnel suitability, reliability, classified sensitive, and nonsensitive access programs.
- (3) Plans, coordinates procedures for initiation, and reviews evaluation and recording of personnel security investigations.
- (4) Grants interim clearances and access to classified information to qualified employees and denies access to unqualified personnel.
- (5) Conducts preliminary investigations of derogatory information developed on employees, and suspends access to classified information. Furnishes completed reports to Department of the Army for final adjudications.
- (6) Evaluates the sensitivity designation of civilian positions, as to sensitivity level.
- (7) Ensures that an ongoing Personnel Reliability Program (PRP) is functioning at the Division level and below.

d. Foreign Visitors/Information Clearances.

- (1) Provides staff management of foreign visits and the release of information to foreign nationals or nations.
- (2) Ensures proper procedures have been observed by foreign governments for requests for representatives to visit HQNWD, and the Portland District or to obtain Corps of Engineers information.
- (3) Verifies with HQUSACE that foreign visitors have clearances for visitations.

e. Industrial Security Program.

- (1) Exercises staff supervision and coordination over the Industrial Security Program.
- (2) Plans, coordinates and controls procedures for identification of contracts requiring contractor access to classified sensitive and nonsensitive information in accordance with the Industrial Security Act.

(3) Obtains the appropriate clearance for contractor facilities and personnel from the Defense Investigative service.

(4) Monitors and inspects the security aspects of contract performance.

(5) In conjunction with Defense Criminal Investigative Service (DCIS) and Criminal Investigative Division (CID), identifies and initially investigates Contract Procurement Fraud.

(6) Assists the Division/District procurement fraud advisor in the execution and oversight of DOD's procurement fraud program.

f. Security Awareness and Training Program. Develops, implements, instructs and maintains the security awareness and education programs to ensure all personnel are properly indoctrinated concerning disclosure of classified information, reporting procedures for discovered insecurities, penalties for violation of national security regulations, and individual responsibility for the protection of classified information, privacy act, proprietary information, subversion/espionage threats and counter measures (SAEDA), transmission security vulnerabilities (COMSEC), and operations security (OPSEC).

g. Preservation of Law and Order Program.

(1) Advises the Commanders and staffs of Northwestern Division and Portland District concerning the Law and Order/Crime Prevention Program.

(2) Controls procedures for the establishment of preventive measures to discourage and thwart crimes against personnel and resources of the Northwestern Division and Portland District.

(3) Maintains liaison with local, county, state and Federal law enforcement agencies. Provides assistance to exchange intelligence with and coordinates law enforcement support efforts.

(4) Conducts preliminary investigations of suspected crimes against the government, and waste/fraud and abuse of government assets. Refers substantiated cases to local law enforcement agencies, U.S. Army Criminal Investigations Division or the FBI as appropriate.

(5) Makes appropriate recommendations based upon analysis of criminal investigations to prevent, uncover, and eliminate acts of fraud/waste and abuse from within.

- (6) Coordinates personal security protection and law enforcement support pertaining to VIPs and foreign nationals.
- (7) Reports serious incidents under the provisions of AR 190-40.
- (8) Administers counter terrorism/sabotage program.
- (9) Monitors and supports the US Army Drug Suppression Program on Corps of Engineer assets.

APPENDIX S

Small Business Office

1. Serves as the staff advisor to the District for Small Business Program matters.
2. Advises the Commander and staff on current Small Business goal achievement.
3. Develops, plans, promotes, and implements all elements of the District Small Business program.
4. Prepares and maintains annual forecast of Small Business matters.
5. Administers Small Business subcontracting program.
6. Serves on technical evaluation teams to advise on Small Business matters.
7. Assists in acquisition planning for the District.
8. Performs outreach efforts to locate and solicit Small Business participation in the District procurement program.
9. Advises Small Business community on matters pertaining to contracting with the Corps of Engineers.
10. Conducts and provides training/educational sessions for District personnel involved in the acquisition process on the policies and procedures of the various socio-economic programs.